

# UMKHANDLU WAKWA - NONGOMA- MUNICIPALITY

Tel: (035) 831 7500

Faks/ Fax: (035) 831 3152



Posbus/ P.O.Box 84

Nongoma 3950

## FINAL INTEGRATED DEVELOPMENT PLAN 2012/13 TO 2016/17

JUNE 2012

# FINAL IDP 2012/13 to 2016/17

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## SECTION A: EXECUTIVE SUMMARY

### A EXECUTIVE SUMMARY

#### A1. INTRODUCTION

This IDP document presents the third circle of **IDP for 2012/13 to 2016/17** in line with the inauguration of new councillors impacting from the election that was held in May 2011. This plan will be reviewed on annual basis as per the requirements of section 34 of the Municipal Systems Act no 27 of 2000.

#### A2. THE STRUCTURE OF THE DOCUMENT

The document is structured according to the generic IDP format guide advocated by DPLGTA / COGTA prepared for all the municipalities that are located within the KwaZulu Natal. The document is structured as follows:

- Section A: provides an executive summary with overview of the Nongoma municipality and the participatory mechanism.
- Section B: provides the Situational Analysis, this section is the first step that is required for the preparation of the IDP and gives broad overview of the municipal issues
- Section C: provides Development Strategies that aim at addressing the issues identified during Section B, it comprises of the Municipal Vision, Mission and Strategies and this section can be regarded as the long term destination that Nongoma municipality is intending to reach.
- Section D: provides high level of the Municipal Spatial Development Framework, this is done in order to guide municipal decisions impacting from the location of the proposed and existing developments
- Section E: provides Sector Involvement, this section is done in order to ensure alignment is attained in order to evade any form of fragmentation.
- Section F: provides the details of the Municipal Three Year Implementation Plan / Capital Investment Framework
- Section G: provides a detailed One year Operational Plan with Projects, in this IDP it will reflect only the 2012/13 projects
- Section H: provides a detailed Financial Plan that will show the Medium Term Expenditure Framework (MTEF) for the municipality
- Section I: provides details on the Organisational Performance Management System (OPMS)
- Section J: provides details with regards to the status of the Sector Plan within the municipal institution (Annexures)
- Section K: provides appendices to the document

### **A3. LEGISLATIVE REQUIREMENT**

The preparation of Integrated Development Plan (IDP) is a legislative requirement as entailed in terms of Section 25 of the Municipal Systems Act (MSA) Act (No 32) of 2000. An IDP is one of the key tools for Local Government to cope with its new developmental role. Furthermore it seeks to facilitate strategic decisions on issues of Municipal budgets, Land Use Management Systems, Local Economic Development and Institutional transformation in a consultative and systematic manner. The Municipal Systems Act which provides a framework for the preparation of IDP's recommends that once in place, each IDP must be reviewed annually to re-assess and re-evaluate Municipal's development priorities and challenges and to accommodate new developments in local government processes.

Section 25 (1) of the Municipal Systems Act (32 of 2000) requires each Council, within a prescribed period after the start of its elected term in office, to prepare and adopt a single and all-inclusive strategic plan for the development of the municipality which:

- Integrates, links and coordinates plans and takes into account proposals for the municipality's development;
- Aligns both resources and capacity within the municipality with the implementation plan;
- Forms the general basis and framework upon which the annual budget is based; and
- Ensures compatibility with both national and provincial development plans as well as planning requirements binding on the municipality in terms of legislation.

The municipality is guided by a number of pieces of legislation and policies when formulating its IDP. The following section summarises these important pieces of legislation.

#### **(i) THE MUNICIPAL STRUCTURES ACT**

The act was developed to provide for the establishment of municipalities in accordance with the requirements relating to categories and types of municipality; to establish criteria for determining the category of municipality to be established in an area; to define the types of municipality that may be established within each category; to provide for an appropriate division of functions and powers between categories of municipality; to regulate the internal systems, structures and office-bearers of municipalities; to provide for appropriate electoral systems; and to provide for matters in connection therewith. Of importance in the context of this legislation is the following:

- A district municipality and the local municipalities within the area of that district municipality must co-operate with one another by assisting and supporting each other;
- A district municipality on request by a local municipality within its area may provide financial, technical and administrative support services to that local municipality to the extent;
- A local municipality on request of a district municipality in whose area that local municipality falls may provide financial, technical and administrative support services to that district municipality to the extent that that local municipality has the capacity to provide those support services;
- A local municipality may provide financial, technical or administrative support services to another local municipality within the area of the same district municipality to the extent that it has the capacity to provide those support services, if the district municipality or that local municipality so requests; and
- The MEC for local government in a province must assist a district municipality to provide support services to a local municipality.

**(ii) THE MUNICIPAL SYSTEMS ACT**

The Municipal Systems Act (MSA), (Act no 32 of 2000) plays a crucial role in the preparation of IDPs; Chapter 5 of the Municipal Systems Act specifies that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality, which:

- Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- Aligns the resources and capacity of the municipality with the implementation of the IDP;
- Forms the policy framework and general basis on which annual budgets must be based; and
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of the legislation.

The Act also requires the municipalities to review their IDPs annually.

**(iii) THE MUNICIPAL FINANCE MANAGEMENT ACT (MFMA)**

Section 21 of the MFMA stipulates that the mayor of a municipality must:

- Coordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget – related policies to ensure that the tabled budget and any revisions of the integrated

- development plan and budget related policies are mutually consistent and credible.
- At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for –
  - (i) The preparation, tabling and approval of the annual budget;
  - (ii) The annual review of the integrated development plan in terms of section 34 of the Municipal Systems Act; and the budget related policies;
  - (iii) The tabling and adoption of any amendments to the integrated development plan and budget related policies; and

Any consultative processes forming part of the processes referred to in subparagraph (i), (ii) and (iii).

#### **A4. WHO ARE WE**

Nongoma is one of the five sister municipalities that make up Zululand District, it is approximately 2,184 km<sup>2</sup> in extent of the total KZN area of 92,417 km<sup>2</sup>. Nongoma is considered to be the largest populated municipality in Zululand and the second largest in terms of its area. Ingonyama Trust land makes up a major part of the municipality and includes three Tribal Authorities, namely Mandlakazi, Usuthu and Matheni. The area is made up of 21 wards. Located in the east of the Zululand District Municipality the municipality has two secondary corridors, which run from Ulundi to Pongola and from Hlabisa to Vryheid.

Zululand is a district municipality situated in the Northern region of KwaZulu-Natal province. It covers an area approximately 14 810 km<sup>2</sup> square kilometres. Approximately half of the area is under the jurisdiction of the Traditional Authorities while the remainder is divided between commercially owned farms and conservation areas. The district comprises of the five local municipality:

- eDumbe (KZ 261)
- uPhongolo (KZ 262)
- Abaqulusi (KZ 263)
- uLundi (KZ264)
- Nongoma (KZ 265)

#### **A5. CURRENT SITUATION**

- According to the census conducted in 2001 Nongoma had an estimates of 198 443 population consisting of 31 581 households, in 2007 it grew to 244 501, currently there are 35 293 households. This means that the municipality has experienced positive population growth with an annual average growth rate of 1.31%.
- The municipal area is 2184 km<sup>2</sup> in extent, it consists of 21 wards surrounded by the total number of 363 settlements.

- There is an overrepresentation of females in Nongoma LM, with females accounting for 55,46%, The female percentage is exceptionally high compared to the lower provincial figure of 53.36%.
- The unemployment rate for the municipality is also a staggering 63.23% which is above the 50.28% average for the ZDM, and the 37.53% average for the province.

#### **A6. WHAT ARE THE ISSUES WE FACE?**

The demographic analysis notes that 98.34% of the population is rural, and 60% are under the age of 20 years. The education levels in Nongoma are very poor with 36.2% of the population are functionally illiterate and 32.8% having no schooling at all. These levels of education impact drastically on the type of work opportunities that can be created within the municipality. The average HIV prevalence rate in the municipality between 1996 and 2007 is estimated at 13.57% of the population, although this is likely to be under-estimated. In Nongoma Town itself, the average HIV growth rate was estimated to be 8.20%.

There is high levels of unemployment in Nongoma it is estimated at 63.23% , this means that poverty is indeed one of the major challenges that are being experienced within the area of jurisdiction, only 38.37% of the population is economically active. Nongoma is the second highest population of all Zululand municipalities, only contributes 13.6 % to the District's economic output. The Nongoma economy is dependent on two sectors: On the government services and retail / commercial sector with these sectors contributing close to 75% of the GDP of the municipality. Considering the mining contributes 10% this suggests that the contribution of the agricultural and manufacturing sectors specifically are negligible.

#### **A7. WHAT OPPORTUNITIES DO WE OFFER?**

The Nongoma town is the only urban centre that provides social and commercial services and facilities within the predominantly rural landscape where the approximate 209 000 people of the Nongoma Municipality live. The general characteristic of Nongoma is that of large rural market town.

Nongoma has a very good potential as a tourist attraction because it offers tourists the opportunity to step back in time and experience a vibrant traditional market town together with traditional events and activities centred around the Zulu Royal Palaces. The access to Nongoma from Ulundi is via a good tarred road. Strategically Nongoma also links to the Emakhosini Heritage Park, the Ithala Game Reserve and associated private sector game farms in uPhongolo and the tourism initiatives around the Pongolapoort Dam. This provides the regional tourism context and strengthening these tourism attractions in the Zululand District Municipality will increase the marketability of Nongoma as a tourism destination. The economic base of the Nongoma municipality is agriculture, there is also a mixture of farming that takes place from small holders with cattle and goats being the most enterprises.

**A8. WHAT ARE WE DOING TO IMPROVE OURSELVES?**

Nongoma will continue in focussing on building capacity and putting appropriate systems in place for Local Government to deliver services to client communities. This will be achieved through ensuring institutional development, strengthening of Inter Governmental Relations and promote democracy through implementing existing participation mechanisms. There are various programmes that are currently being planned and others are implemented in order to diversify economy.

**A9. WHAT COULD YOU EXPECT FROM US OVER THE NEXT FIVE YEARS?**

Through the implementation of the IDP the Municipality wants to:

- Diversify the economy of the Municipality through the implementation of groundbreaking projects;
- Continue working towards providing all its residents with access to a full range of basic services; and
- Build municipal capacity and continue to put appropriate systems in place for the effective management of the municipality.

The Municipality will continue to deliver directly those services it is mandated to deliver and as the level of government closest to the people, will ensure the coordinated delivery of infrastructure and services by all other line function departments.

**A10. HOW WILL OUR PROGRESS BE MEASURED?**

Ultimately the success (progress made) of the Municipality will be measured through the improvement in the quality of life and socio-economic conditions of the residents of the Municipality. As this can only be impacted on over the long term the next opportunity to measure this accurately will be through the 2011 Census.

Our progress will further be measured through:

- Regular monitoring of the implementation of the Capital Investment Framework attached to this document;
- The Performance Measurement tools put in place through the Performance Management Plan of the Nongoma Municipality; and
- Regular interaction with ratepayers and communities primarily through the Ward Committees of the Municipality and the Councillors.

## **A11. HOW WAS THIS PLAN (IDP) DEVELOPED?**

### **11.1. THE PROCESS PLAN**

Before starting the IDP Review process, a Process Plan was prepared and adopted by Council in accordance with the requirements of the Municipal Systems Act (32 of 2000). This process plan aligns the three processes of the IDP, the Budget and the Performance Management System. The Process Plan was adopted by Council.

### **11.2. THE ZULULAND DISTRICT'S FRAMEWORK PLAN**

The framework plan allows for alignment and coordination of activities between the DM and the LM's within the Zululand DM. Key areas of alignment include:

- Projects and programmes of cross-border significance;

#### **11.2.1. THE IDP ALIGNMENT PROCESS**

##### **(i) THE DISTRICT AND LM ALIGNMENT PROCESS / ZDM PLANNING & LED FORUM**

Alignment between the DM and its LM's takes place through the Zululand District IDP Alignment committee. This committee met at the following dates during the IDP review process:

- 23 September 2011
- 20 March 2012

##### **(ii) ALIGNMENT WITH SECTOR DEPARTMENTS**

Alignment with sector departments took place at the following dates:

- 22 February 2012

##### **(iii) IDP STEERING COMMITTEE MEETING**

- 22 February 2012
- 22 March 2012

#### **11.2.3. COMMENTS ON THE IDP REVIEW DOCUMENT**

**(i) ADVERTISEMENT / PUBLISHING OF THE DRAFT IDP: 21 DAY ADVERTISING PERIOD**

The Draft IDP will be published for 21 days prior to the adoption for stakeholders consideration.

**(ii) IDP AND BUDGET ROAD SHOWS**

A series of ward committee meetings and community road shows were undertaken during the review process from 18 September, 19 & 20 December 2011.

During the 16 – 18 May 2012 communities were consulted in order to ensure effective participation, the budget was then tabled for consideration. Refer to **pages 25 - 35** for communities concerns raised during the public meetings.



## SECTION B: SITUATIONAL ANALYSIS

### B1. INTRODUCTION

The first phase of preparing the IDP is the Situational Analysis. In essence, the Situational Analysis informs the identification of key issues. In turn, these key issues are the focus areas for municipal, public (and private) investment for the next IDP cycle. Over the past five years the Nongoma Municipality has focused their operations, actions and interventions according to the following five Municipal Key Performance Areas, as a means of organising issues within the National Key Performance

- ▣ Basic Service Delivery and Infrastructure Investment
- ▣ Local Economic Development and Poverty Alleviation
- ▣ Municipal Transformation & Institutional Development
- ▣ Good Governance and Community participation
- ▣ Financial Viability and Financial Management

This section of the IDP will provide some contextual information pertaining to the municipality, consider the demographic situation in the municipality and then do an analysis of the economy, infrastructure service provision, social and community development, planning and environmental management as well as municipal service delivery as a whole. Where appropriate, a summary of achievements attained during the previous IDP cycle: as these have changed the situation, since the previous planning cycle.

### B2. LOCATION

Nongoma is situated in the northern part of the Kwa-Zulu Natal Province (KZN) within the Zululand District Municipality. Nongoma Local Municipality is located in the east of the Zululand District Municipality, the municipality has two secondary corridors, which run from Ulundi to Pongola and from Hlabisa to Vryheid. The Municipality covers 2,184 km<sup>2</sup> and is the largest populated municipality in Zululand and the second largest in terms of its area. Three Tribal Authorities comprise Nongoma, namely Mandlakazi, Usuthu and Matheni. The area is made up of 21 wards, with 42 councillors. Nongoma is popularly known as the seat of the Zulu monarch. It is the home of King Goodwill Zwelithini, the hereditary traditional leader of the Zulu nation, and his royal palaces are among the main tourist attractions in the region. Nongoma is predominantly a rural municipality. It encompasses 363 settlements, only one of which (Nongoma) has some urban characteristics whilst 98.34% of the population lives in rural areas.

### **B3. DATA SOURCES FOR THE 2012/13 TO 2016/17 IDP DOCUMENT**

This IDP document makes extensive use of the 2009 Global Insights Statistics, 2007 Community Survey data and Urban Econ Data (2009).

### **B4. DEMOGRAPHIC CHARACTERISTICS**

#### **4.1. Population and household statistics and distribution**

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The Nongoma Municipality (Demarcation Board Code KZ 265) is a B- type Municipality which had an estimated population of 244,501, in 2007. These figures are drawn from the 2007 community survey. During the same year, there were 35,293 households within the municipality, which demonstrated an increased figure from the 31, 581 households recorded in 2001. The numbers presented by the 2007 community survey are unlikely to have changed significantly as at 2011. The municipality contributes a mere 2.02% to the population of the Zululand District Municipality. The urban centre of Nongoma, however, contributes 1.08% (2 276) to the municipal population figure.

Over the past few years, it has become apparent that Nongoma town itself has experienced population outflow. From 1996 to 2007 the average annual population growth has been -2.97%. Nongoma as a local municipality has in contrast experienced stable, positive population growth with an annual average growth rate of 1.31%. It is noted that this percentage is slightly lower than the district and provincial figures, indicating that the population within this municipal area has grown at a rate considered “normal” for its geographical area. As is apparent, the population growth trend of Nongoma municipality is in line with the district and provincial trends.

#### **4.2. Gender statistics**

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The majority (55.46%) of citizens individuals within Nongoma Local Municipality are female, where this figure is even higher, at 57.73%, for those residing within Nongoma Town. These female percentages are exceptionally high compared to the lower provincial figure of 53.36% which possibly indicates that males have moved away to the bigger cities within the district or province because of a lack of job opportunities within the immediate area – the women and children are then left

behind. The table below illustrates the ratio percentages between male and female citizens in Nongoma.

Gender	Total	Percentage of Total
Male	110913	45%
Female	133588	55%
Total	244501	100%

Source: Stats SA 2007

A comparative analysis of gender distribution in the District municipality reveals that Nongoma has the highest number of female citizens, over all other local municipalities. Notably, the percentage of female citizens has risen constantly in the District-as well as in Nongoma municipality. The rising trend is illustrated below.

Zululand population by gender from 2007 – 2010

	2007		2008		2009		2010	
Municipality	Male	Female	Male	Female	Male	Female	Male	Female
EDumbe	33722	42119	32964	41962	34013	43196	35815	43650
UPhongolo	62400	70091	63157	70833	65880	73269	67435	73047
Abaqulusi	110612	121686	113023	124503	118194	129296	120029	127726
Nongoma	104685	126188	106504	128288	111407	132697	112672	131599
Ulundi	90053	102761	90533	102633	94187	105554	96662	106501

Source: Quantec 2011

#### 4.3. Age distribution

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Concerning age distribution, approximately 60% (63% in 2001 compared to 60% in 2007) of the Nongoma population falls under the zero to twenty years age category. Three in every ten citizens in Nongoma are under ten years, and roughly the same number is aged between 11 and 20 years. Only 6% of Nongoma citizens are over 60 years. This picture is illustrated below.

#### Percentage of age distribution in Nongoma municipality

Age group	Total	Percentage of Total
0-10	74752	31%
11-20	71481	29%
21-30	32948	13%
31-40	19038	8%
41-50	17576	7%
51-60	12278	5%
61-70	8945	4%
71-80	5310	2%

Source: IDP 2010/2011

With the District age distribution in perspective, Nongoma has the highest number of the elderly people compared to all other municipalities. The disproportionate representation of the young and the old in Nongoma's population may have significant development implications. The population age distribution in the District is shown below.

#### Percentage of age distribution in the District

	0-4	5-9	10-14	15-19	20-4	25-29	30-34	50-54	70-74
EDumbe	12.9%	14.3%	14.4%	13.1%	8.9%	6.1%	5.6%	2.6%	1.1%
UPhongolo	13.1%	14.5%	11.9%	12.8%	10.9%	8.2%	7.5%	2.3%	0.8%
Abaqulusi	12.7%	12.7%	12.1%	12.4%	10.1%	8.3%	7.3%	2.9%	1.3%
Nongoma	12.7%	14.9%	15.2%	15.4%	9.7%	5.7%	4.7%	2.6%	1.4%
Ulundi	11.9%	14.6%	14.4%	13.4%	9.1%	7.2%	5.9%	2.9%	1.3%

Source: Quantec 2011

## B5. SOCIAL AND COMMUNITY DEVELOPMENT ANALYSIS

### 5.1. Access to community facilities

The **welfare provision** in Nongoma still bears the marks of inequalities, with people in many settlements having limited or no access to welfare services from the government. Only 6.6% of settlements fall within a 0-5km radius from a pension pay point. A further 19.0% of settlements fall in the 5-10km region.

According to the study conducted by Urban Econ the most general complaint made by the rural communities of Nongoma was that **schools** in the area were too far away from the households of children of school-going age. Road access to schools is a major problem. School children have to cover vast distances to go to school, and in most cases road conditions are poor. Only 35% of the schools have good road access, and 65% of the schools have no road access at all. This leads to low attendance rates that contribute to the poor educational standards in the rural areas. There are only three pre-primary schools in the whole Nongoma district. The development of educational facilities is a priority for the Nongoma district. Even though there has been an increase in the number of schools, the quality of the facilities (laboratories, libraries and sports fields etc.) and the education services provided still need urgent attention. It appears that schools serve the whole area if a standard of a five-kilometre radius around each school is used but, on closer investigation, it is noted that more than 50% of the primary schools have more than 40 pupils per class. More classrooms are needed at these schools to provide for the educational needs of the people. The standard usage for determining the accessibility of secondary schools is a ten-kilometre radius around the school. As in the case of the primary schools the whole area has access to secondary schools, however, there is also a shortage of classrooms and teachers at most of the secondary schools

In terms of the **health sector**, the Nongoma area is characterised by inadequate provision of social and physical infrastructure. The highest levels of infrastructural development are, centred in Nongoma Town. There is only one hospital situated in the Nongoma district, namely the Benedictine Hospital in Nongoma Town. In addition to the normal services rendered by the hospital, it also acts as a clinic and provides related service to surrounding communities.

Although there are 12 clinics that serve the three tribal authority areas, they are overpopulated with more than 19 222 people per clinic and a number of people still do not have access to these clinics due to poor road conditions and limited access to roads. There are three mobile clinic locations within the municipality. In some areas there are no clinics and thus the people within the

municipality are deprived of basic health care. The situation contributes to the poor health conditions in the Nongoma Municipality.

It is reported that 75.4% of population in Nongoma and 70.8% of settlements are within 25km of a Hospital. 86.8% of Settlements are within 10km of a Clinic. This translates into 28 settlements in Nongoma, which are not within reach of a clinic or a hospital.

Nongoma Municipality is still facing the shortage of health facilities; and communities residing in remote areas travel long distances for health services. The table below outlines the existing and planned health facilities:

Ward	Type of Health Service	Name of Health Service
Ward 16	Hospital	Benedictine
Ward 19	Clinic	Nongoma (Nolonolo) clinic
Ward 13	Mobile clinic (monthly)	Ekubuseni
Ward 14	Mobile clinic (monthly)	Evuna
Ward 9	Mobile clinic (monthly)	Holinyoka
	Clinic	Nkuzana Clinic
	Clinic	Mangumhlophe / Nqeku Clinic
	Clinic	Mahhashini Clinic
	Clinic	Usuthu Clinic
	Clinic	Hlengimpilo Clinic (Maphophoma)
	Clinic	Maphophoma Clinic
	Clinic	Buxedene Clinic
	Clinic	Dengeni Clinic
	Clinic	Sovane Clinic
	Clinic	Njoko Clinic
	Clinic	Ekubungazeleni Clinic
<b>Future Planned health facilities</b>		
Ward 13 (Kwa Minya)	Ekuseni Clinic	
Ward 21 (Kwa Mpunzana)	KwaMpunzana	

Access to **Community Facilities** has improved as there are a number of community halls, which have been provided by ZDM, though there is still a challenge to provide these in many of the wards in Nongoma.

Nongoma is in need of **sports, recreational and cultural facilities**. There are, however, some new sports facilities, which have been provided in some areas, like Lindizwe, Bhanganoma, Thokazi, and Matheni. These sports facilities have no dress facilities and lack a public entertainment area with adequate catering, medical, technical and club house facilities. The whole of the municipality areas are without swimming facilities.

**Safety and Security** of Nongoma requires some attention since Nongoma has a high crime rate. Poverty and high unemployment increase the risk of violence against women, and poorer women are often trapped in abusive relationships due to dependence on partners for food, shelter and money.

## 5.2. Impact of HIV/AIDS

Statistics quoted in Urban Econ (2009) reveal that the average HIV prevalence rate in the municipality between 1996 and 2007 was 28,705, or 13.57% of the population, although this is likely to be under-estimated. In Nongoma town, the average HIV growth rate was estimated to be 8.20% in 2008. The percentage of HIV population in Nongoma town is highest compared to the Nongoma municipality, the District and the province as illustrated below.

HIV rates in the province, district and local

	KZN	Zululand	Nongoma	Nongoma Town
Number with HIV	166 4839	127389	28705	450
% of Population	15.91%	14.95%	13.57%	19.77%
Number of Aids Related deaths	127706	10045	2276	30
% of Population	1.22%	1.18%	1.08%	1.32%

Source: Quantec database and urban –Econ calculations, 2008

In terms of health services, there is only one hospital situated in the Nongoma district, specifically in Nongoma town. In addition to the normal services rendered by the hospital, it also acts as a clinic and provides related service to surrounding communities. Although there are that serve the three tribal authority areas, intellectual and emotional. The effects of HIV/AIDS are to be the most significant factors determining health requirement in the country in the future.

The predicted effects of HIV/AIDS on social systems within the local municipality is that poorer households are more vulnerable and the epidemic is likely to deepen poverty and compromise

upward mobility; changing demand for housing, education and other community facilities; a greater demand for health care facilities; and a greater demand for financial support for orphans.

The likely effect of HIV/AIDS on the economic systems is:

- (a) a shift from savings to current expenditure, thus limiting fixed investment and economic growth;
- (b) Possibility of “technology deepening” of the economy as a result of higher absenteeism rates; withdrawal of healthy workers to care for affected family members;
- (c) Further erosion of household savings and skills shortage; and Increased spending on pharmaceuticals and funerals.

The effects of HIV/AIDS on Planning are:

- i. A slowing population growth and a higher mortality rate in 15-39 year are group;
- ii. A decline in school entrants;
- iii. An increase in health care needs;
- iv. An increased dependency ratio (elderly, orphans);
- v. A decline in housing needs, with an increased inability to pay due to changes in household income and expenditure patterns.

### **5.3. Poverty levels**

The minimum level of living (MLL) refers to the minimum capital needs to sustain its lifestyle at a predetermined standard. And, poverty gap is the total income shortfall (expressed in proportion to the poverty line) of families with income below the poverty threshold, multiplied by the total number of families. The poverty gap measures the difference between each poor household’s income and the poverty line and sums these differences together.

Concerning the above, higher concentrations of persons living below the MLL are concentrated in the urban centre of Nongoma as well as along the major roads leading in and out of the settlement. Unfortunately, the poverty gap in the municipality has widened in the past decade.



Poverty gap in Zululand district (R mill) 2003-2008

Municipality	2003	2004	2005	2006	2007	2008
EDumbe	80	81	80	75	74	88
UPhongolo	101	99	95	89	90	106
Abaqulusi	172	174	172	161	162	191
Nongoma	303	333	358	383	420	461
Ulundi	222	224	224	209	203	229
Zululand	878	910	928	916	950	1076

Source: Global insight 2009

Although Abaqulusi has the greatest number of people living in poverty within the district, it does not have the highest poverty gap. Rather Nongoma, with a gap of R461 million, has the highest poverty gap. This implies that the depth of poverty in Nongoma is very high. In other words the impoverished population in Nongoma is substantially further below the poverty line than in Abaqulusi, and it will require a greater level of intervention to bring these people out of poverty.

Considering deprivation, and based on the annual KZN Deprivation Index which ranks municipalities in terms of their comparative levels of deprivation. The index is a composite of several elements including:

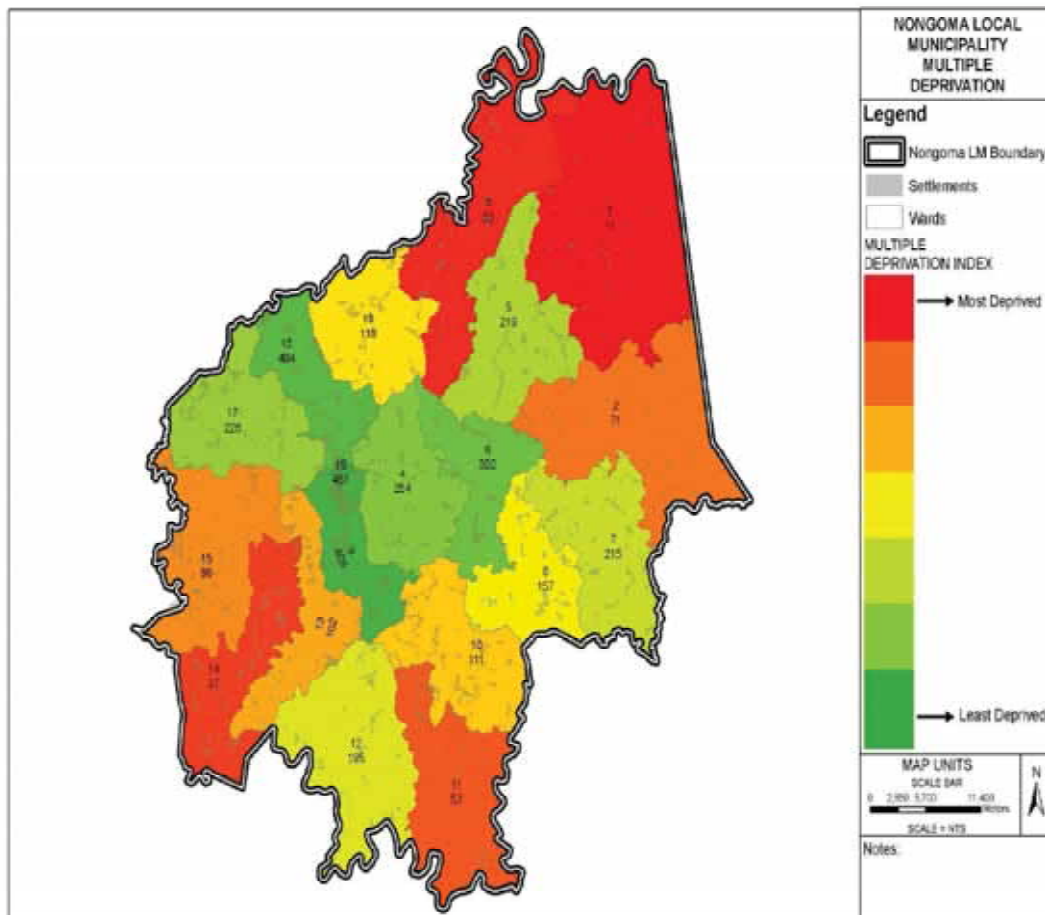
- Income Levels,
- Employment,
- Health,
- Education,
- The Living Environment, and
- Crime

The following table summarises the Nongoma municipality's scores for each of these categories out of the 52 local municipalities in the province. As can be seen from the table, the Nongoma municipality score comparatively poorly in terms of the *Living Environment*, *Income Levels*, *Employment*, and *Education*.

Category	Score
Income Levels	14/52
Employment	14/52
Health	52/52
Education	17/52
The Living Environment	08/52
Crime	42/52

In the overall ranking, which is a weighted composite of the above elements, the Nongoma municipality is placed 40th out of the 52 municipalities.

Accounting for ward level deprivations, yet using the above criteria, as can be seen from the composite and weighted map, wards 1 and 3 have the highest levels of multiple deprivation, followed by wards 14, 2, and 11.



Source: 2010/2011 IDP

It is clear that the Nongoma area is generally under- served and many communities, particularly those in rural areas, do not have access to basic services, infrastructure and facilities.

#### Number of people living in poverty in Zululand district municipality

	2003	2004	2005	2006	2007	2008
<b>KZN</b>	<b>5,679,784</b>	<b>5,643,720</b>	<b>5,505,145</b>	<b>5,300,269</b>	<b>5,184,450</b>	<b>5,247,998</b>
Zululand	636,480	624,376	615,105	601,065	596,734	602,895
eDumbe	72,701	73,112	73,974	73,971	73,820	75,786
uPhongolo	99,012	99,738	99,947	99,490	99,074	102,312
Abaqulusi	152,791	151,705	151,685	148,655	147,743	144,540
<b>Nongoma</b>	<b>162,117</b>	<b>154,983</b>	<b>149,580</b>	<b>143,750</b>	<b>141,781</b>	<b>144,202</b>
Ulundi	149,859	144,838	139,919	135,198	134,317	136,054

Source: Global insight 2009

More than 5.2 million people or 49% of the province's population is considered to be living in poverty. Zululand contributes 602,895 or 11.5% to that figure, and has a poverty rate of 65.8%. Poverty in Zululand and in the broader province was on a decreasing trend until 2008, when the recessionary global climate pushed the incidence of poverty back up again. The majority of Zululand's impoverished population can be found residing in Abaqulusi and Nongoma municipalities.

## 5.4. EDUCATIONAL FACILITIES

### 5.4.1. EDUCATION LEVELS

The Nongoma municipal area is characterised by high illiteracy numbers and no access to higher or formal training. As indicated in the table below, close to half of the population has below primary education. As a result the municipal area is faced with a lack of skills, especially on basic economic proficiency and managerial expertise. Nongoma's low education levels reinforces the need for investment in skills development. The high prevalence of HIV/AIDS within Nongoma can be seen as a serious threat to education levels as households take on care responsibilities in substitute for education.

Education level in Nongoma Local Municipality

Education level	Total	Percentage of Total
No Schooling	17105	18%
Some primary Education	25605	27%
Some Secondary education	36116	38%
Grade 12	8692	9%
Diploma/certificate with > Grade 12	2313	2%
Tertiary Education	5272	6%
Total	95103	100%

Source: 2010 LED Review

Nongoma has as 133 Primary Schools well as 60 Post Primary Schools. The majority of settlement areas within the District have access to schools, but the key issue with regards to education are:

- Congestion of classrooms, implying the need to construct more classrooms rather than more schools,
- Improving services such as sanitation, water, and access to electricity, and
- The quality of education.

The ZDM's 2009/10 IDP identifies the fact that there is a need for an additional 33 Primary Schools, and some 12 secondary schools.

All electrification projects provide the school in the project with a point of supply and ESKOM includes the schools already provided with point of supply into their schools electrification program. As a result of this all schools in already electrified areas have electricity. All schools in areas to be electrified in future will be provided with a point of supply and the information about the schools will be forwarded to the Eskom schools electrification program.

## **5.5. HEALTHCARE FACILITIES**

There is only one hospital situated in the Nongoma district, namely the Benedictine Hospital in Nongoma Town. In addition to the normal services rendered by the hospital, it also acts as a clinic and provides related service to surrounding communities. There are 12 stationed clinics and three mobile that serve the three tribal authority areas. The ZDM's 2009/10 IDP identifies a need for an additional 33 clinics and 2 hospitals for the municipality.

## **5.6. LIBRARIES**

Nongoma is currently serviced by one library situated at 103 Main Street, opposite the Telkom offices in Nongoma. There are still some challenges in this regards, the current library is under equipped and serve various communities, therefore more libraries are still required in Nongoma municipality.

## **5.7. COMMUNITY HALLS**

The ZDM's 2009/10 IDP identifies the fact that 13% of the population of Nongoma are within 10 km's of a community hall. There are currently six community halls provided in the municipality. From their calculations, it is estimated that there is a need for an additional 26 community halls in the municipality which is by far the highest need for the municipalities in the ZDM.

## **5.8. POLICE STATIONS**

The standard that was applied to identify areas of need relates to households further than a distance of 20km from a police station. A typical catchment of a police station is such a facility with every 25000 cumulative people. The ZDM's 2009/10 IDP identifies that the municipality is serviced by one police station and that there is a need for an additional 49 stations which is again the highest need amongst the ZDM family of municipalities.

The SDF (2010) refines this assessment further and indicates that in terms of a distance factor, the municipality needs 3 additional police stations to serve the community further.

## **5.9. LAND TENURE**

### **(i) STATUS QUO**

Land ownership in the Nongoma municipality falls into four categories, namely:

- State land;
- Private freehold properties;
- The commonage area; and
- Ingonyama Trust land.

The land tenure arrangement in Ingonyama Trust areas is through permission to occupy (PTO's). This type of tenure has a major impact on land development initiatives for the following reasons:

- Lack of uniform and formal procedures, and guidelines to land allocation and development
- Lack of ownership in the form of Title Deed
- Competing land uses between agricultural practices and residential
- Illegal developments within municipal boundary

The municipality is also facing challenges of the properties that were purchased within Nongoma Town land (Erf 5000), but never transferred to owners. Some of the property owners are still to settle their outstanding debts with the municipality. This has resulted in a situation where the municipality fails to collect rates and services fees from property owners. This hinders the ability of the municipality to maximize its revenue base.

The growing population density within Nongoma Town compels a proper planning and enforcement of relevant legislations like KZN-PDA and by-laws. Amongst other things, the Nongoma Land Release Strategy has pointed that there is a need for leasing land to accommodate the growing population attracted to Nongoma Town.

Nongoma has completed the Land Use Management System, however it is important to note that the implementation is still the challenge, since more engagements with communities are required in order to ensure mutual understanding.

## 5.10. PROJECTS IDENTIFIED BY THE COMMUNITIES DURING THEIR MEETINGS:

<b>CHRECHES</b> Ciyane Egugu Nkanyezi Mduna Nsimbikazi Mchenene Emcibilindini Endlozane Magangenintungunye Mpuqwini
<b>COMMUNITY HALLS</b> Ebuhlenibenkosi Bombolo Sinkonkonko multipurpose
<b>HOUSING</b> Ebuhlenibenkosi Ndema Prince Sijiyiza zone B Bus stop shelter Mandlakazi phase 1 Usuthu phase 2 (Holinyoka) Matheni Maye / Dabhasi phase 2
<b>FENCING</b> Zihlakaniphele zone B Kwa- Cisho Zone B Ciyane zone B Egugu zone B Ngangayiphi zone B
<b>GARDENS</b> Mqubula herb garden Ngolotsha Kanyekanye (Emcibilindini) Bombolo zone A Mduna zone A Dwaleni/Sthangameni zone C
<b>MINING</b> Makhalameni (Ndoshe river) Block making project
<b>Poverty alleviation</b> Impangele widowers organisation block making project Youth baking project
<b>PARKS</b> Ndongande community mini park
<b>SCHOOLS</b> Emcibilindini

**WARD 01**

<b>WISH</b>	<b>ISIGODI</b>
Electricity	Nkhukhwini
Houses	Nkhukhwini
Community Hall	Nkhukhwini
Roads	Nkhukhwini
<b>WISH</b>	<b>ISIGODI</b>
Electricity	Ezimbabaleni
Houses	Ezimbabaleni
Community Hall	Ezimbabaleni
Network tower	Ezimbabaleni
<b>WISH</b>	<b>ISIGODI</b>
Electricity	Qondile
Community Hall	Qondile
Houses	Qondile
Roads	Qondile
Dams	Qondile
<b>WISH</b>	<b>ISIGODI</b>
Water	B15/uMtengazi
Community Hall	B15/uMtengazi
Electricity	B15/uMtengazi
Sport field	B15/uMtengazi
Toilets	B15/uMtengazi

**WARD 02**

<b>WISH</b>	<b>ISIGODI</b>
Housing	Ebuhlenibenkosi ,Sojiyisa Zone B,Ndema Zone A.
Water and Sanitation	Ndema ,Prince Sojiyisa,Ndema Zone A,Ebuhlenibenkosi zone c
Electricity	NkwemeNdema electricity project ,Ebuhlenibenkosi zone c
Youth centre-Sojoyisa project	Prince Sojiyisa
Community Hall	Ndema, Ebuhlenibenkosi zone c
Roads	PrinceSojiyisa zone b, Esixeni to Ebuhlenibenkosi Ebuhlenibenkosi to Tongaat to Ogagwini Prince Sojiyisa zone b,Ciyane to Enkanyezini Ndema zone a to KwaBumba to Ensongweni Ebombolo to Odakaneni
Sport field	Prince Sojiyisa Egugulethu Ovukaneni Sport field
Chreche	Prince Sojiysazone b Mgadula Ndema zone a Nsimbakazi
Land care	Prince Sojiyisa zone b Dongas reclamation
Departmental Needs	DAMS Construction Ndema Zone A Bazini Dam Prince Sojiyisa Zone B



	Ntaki Dam
Scooping Dams	Prince Sojiyisa Zone B ,Cisho dam Ndema Zone A ,Maphondwene Dam
	Kwasidumo Dam Kwabumba Dam Ebuhlenibenkosi Zone C Esithangamini Dam
Clinics	Ndema Zone A Emagonsini 24 Hour Clinic Ndema Mobile Clinic (Rehabilitation) Bombolo Mobile Clinic (Rehabilitation) Maphondwane mobile clinic (rehabilitation) Kwabumba Mobile clinic (rehabilitation) Prince sojiyisa Zone B e.g Mobile clinic (rehabilitation) Ebuhlenibenkosi Zone C Ebuhleni Mobile clinic (Rehabilitation)
Fencing of Arable land	Ndema Zone A Bombolo Ndema ,Kwabumba ,Ebuhlenibenkosi Zone C Odwaleni Prince Sojiyisa Zone B ciyane and I sibonelo
Police station	Ebuhlenibenkosi Zone C Ebuhlenibenkosi Police station High School Ebuhlenibenkosi Zone C Ebuhlenibenkosi High School

### WARD 03

WISH	ISIGODI
Water and Sanitation	
Livestock dam	Whole ward
Low cost housing	Whole ward
Electricity	Kombuzi
WISH	ISIGODI
Road	Hlushwaneni
Access roads	
Bore holes	Zimele, Skhuthwaneni, Ogedleni
Land care project	Maphambili, Hlushwaneni
WISH	ISIGODI
Fencing arable land	Geqa, Ohiyeni
Domba community Hall at Domba a	
Fencing arable land Ogedleni, Skhuthwaneni, Zimele	
Scooping dams	Kolubomvu and Macijo
Macijo Primary school	
WISH	ISIGODI
Mobile clinic shelter	
Pension shelter	Sovane Paypoint
Pension shelter	Muda paypoint
Pension shelter	Ogedleni paypoint
Pension shelter	Gumbi
Construction of access road	Macijo
WISH	ISIGODI
Land care	Ogedleni, Ohhiyeni, Kolubomvu, Mac

Block making	Ohhiyeni
Piggery farming	Kolubombvu
<b>WISH</b>	<b>ISGODI</b>
Deep tank construction	Ogedleni
Crèche macijo	
Crèche Mngxanyini	
Poultry shelter Ezimele	
DOT road re gravelling	
DOT road upgrading	
<b>WISH</b>	<b>ISIGODI</b>
D1816 Road upgrading	Sovane ,Ogedleni
DOT road	Machibini to Mkhuze river
D 1824	Ogedleni to Skhuthwaneni
DOT road	From Kwa Geqa to Mngamunde
<b>WISH</b>	<b>ISIGODI</b>
Sports field	Machibini,Ohhiyeni,Skhuthwaneni,
Day care centre	eMachibini
Community garden	Ogedleni,Kolubomvu
<b>WISH</b>	<b>ISIGODI</b>
Causeway Nkunzane river	
Construction of road	from Mahlomane to Ohhiyeni
Mobile clinic shelter	Dlakuse
Additional classroom at Maphamb primary school	
Poultry structure	Maphambeni
Craft centre	Maphambili
<b>WISH</b>	<b>ISIGODI</b>
Creche	Dlakuse
Community hall	Dlakuse
Land care project	Dlakuse
Mobile clinic shelter at	Maphambeni
Fencing arable shelter	Maphambeni
<b>WISH</b>	<b>ISIGODI</b>
Creche	Dlakuse
Sports field	Maphambeni,Dlakuse
Network aerial	Dlakuse
Garden engine	Sgodiphola
<b>Wish</b>	<b>ISIGODI</b>
Access road	Ezinhlanhleni to Qondile
Construction access road from	Magqebeni to Prince Domba school
Construction access road from	Esicelweni to Prince Bhokintinta Hig School
Construction of access road from	Prince Domba to Ezikloleni

#### WARD 10

<b>WISH</b>	<b>ISIGODI</b>
Creche	Zombode
Water	Zombode
RDP Houses	Zombode
Chicken farming project	Zombode
Sanitation	Zombode
Bush clearing	Zombode
Electricity infills	Zombode
Gravelling of access roads	Zombode
Causeway Maphophoma	Zombode
<b>WISH</b>	<b>ISIGODI</b>

PaypointMzamo store	Mshiki
Community Hall	Mshiki
Water	Mshiki
Clinic	Mshiki
Electricity infills	Mshiki
Fencing of grazing land	Mshiki
Mshiki to Hobiyane road	Mshiki
Dam scooping	Mshiki
Chicken farming	Mshiki
Irrigation scheme	Mshiki
Sport field	Mshiki
<b>WISH</b>	<b>ISIGODI</b>
Electricity infills	Hobiyane
Creche	Hobiyane
Acess roads	Hobiyane
Acess road Nongoma to Nompanja	Hobiyane
Bush cleaning	Hobiyane
Water	Hobiyane
Community garden	Hobiyane
Irrigation scheme	Hobiyane
Mantombela chicken farming	Hobiyane
<b>WISH</b>	<b>ISIGODI</b>
Clinic	Duma
Nombanjane school	Nombanjane
Electricity infills	Egedeni
Sport filed	Nombanjane
Dam scooping	Dindela
Fencing of farming areas	Dindela
Nombanjane bridge to Hlabisa	Dindela
Fencing of grazing land	Dindela
Bush clearing	Dindela
Gravelling of Dindelaaccess to Ngiqweme	Dindela
Deep tank	Dindela
Fencing of Duma cemeteries	Dindela
<b>WISH</b>	<b>ISIGODI</b>
Graveling of Ntshoweniaccess road	Mpondo
Gravelling of Maphophoma roads	Mpondo
Creche	Mpondo
Infills electricity	Mpondo
Sport fields	Mpondo
Fencing of grazing land	Mpondo
Water	Mpondo
RDP Houses	Mpondo
Sanitation	Mpondo
Kolubomvuaccess road	Mpondo
<b>WISH</b>	<b>ISIGODI</b>
Community Hal I	Mayeni
Electrcityinfills	Mayeni
Water	Mayeni
RDP Houses	Mayeni
Ekuhluphekeni to Phama	Mayeni
Haza road and causeway	Mayeni
Sport field	Mayeni
Bush cleaning	Mayeni

**WARD 19**

WISH	ISIGODI
Creche	
Recreational Park	
Tents-Umbrella for informal traders	
Toilets	
Houses	
2 Tents for community	
Bins for refuse	
Community Hall	
Electricity upgrading	
Road upgrading	
Black man plastics	
Community care centre	

**WARD 20**

WISH	ISIGODI
Housing	All Izigodi
Water	All Izigodi
Toilets	All Izigodi
Fencing of ploughing fields	All Izigodi
Electricity	All Izigodi
Electricity infills	All Izigodi
Crèche	Emanqeshaneni
Soccer field	Emanqeshaneni
Dams	Emanqeshaneni
Community Hall	Dlulawafa

**WARD 21**

WISH	ISIGODI
Community Hall	Kwa Mpunzana Area
Community Hall	Ezinyamazani, Nqikithi, Mahashini
Chreche	Nqikithi, Ezinyamazani, Kwa Minya
Primary School	Kwa Nqikithi
Toilets	Kwa Mpunzana, Zwide, Ezinyamazani, Mampiyampi, Nqikithi, Mayeni, Ezihlabathini, Mahhashini, Ivuna, Nengeni.
Acess road	
Sports field	KwaMinya, Soshamase, Matshempunzi, Kwa Mpunzana, Zinyamazani, Nqikithi, Mampiyampi, Zwide, Ezihlabathini, Maeni, Nengeni, Ivuna
Water provision	Kwa Mpunzana, Zwide, Ezinyamaneni, Mampiyampi, KwaNqikithi, Ezihlabathini, Mayeni, Nengeni, Ivuna and Mahashini
Rural housing scheme	Whole ward 21
Election bridge	Nqikithi and Ezihlabathini
Fencing of community gardens which is 800hactas	Mahhashini, Minya, Soshamase, Nengeni, Nqikithi, Ezinyamazani, Mayeni, Vuna, Kwa Mpunzana

PRIORITY NO 1		
WARD 13	WISH	ISIGODI
13	RDP Houses	eMangeleni
	Water provision	
	Electricity	
	Access roads to homes, cemeteries	Maphophoma (MaShenge )
	Acess bridges'	
	Lightning conductor	
	Clinic	
	Community Hall	Maphophoma (MaShenge )
	PRIORITY NO 2	
	Ezilonyeni High School	
	Mfemfeni High School	
	Qonqo High School	
	Mbokodeni High School	
	Kwa Ngwabi Primary School	
	Deep	
	Langakazi	
PRIORITY NO 3		
	Dams	
	Sport grounds	
	Bursaries	
	Storm water drainage	
	Community project	
	Soccer kits	
	Apollo lights	
PRIORITY NO 4		
	Ezilonyeni Bridge	
	Njinwayo Bridge	
	Nqabeni Bridge	
	Ngundwane Bridge	
	District road bridge	
PRIORITY NO 5		
	Cultivation	
	Fencing of the field	
	Network tower	

**WARD 11**

**PRIORITISED PROJECTS -PRIORITY NO 1**

<b>WARD 14 WISH LIST</b>		
<b>WARD 14</b>	<b>WISH</b>	<b>ISIGODI</b>
	Electricity	Onyanga Area
	Water provision	Onyanga Area
	RDP Houses	Onyanga Area
	Fencing of farms	Onyanga Area
	Crèche	Onyanga Area
	Dams for livestock	Onyanga Area
<b>Kwa Dayeni</b>	<b>WISH</b>	<b>ISIGODI</b>
	Electricity	Kwa Dayeni
	Water provision	Kwa Dayeni
	RDP Houses	Kwa Dayeni
	Clinic	Kwa Dayeni
	Dams for livestock	Kwa Dayeni
<b>KwaMusi</b>	<b>WISH</b>	<b>ISIGODI</b>
	RDP Houses	Kwa MUSI
	Water pipe to eZola	Kwa MUSI
	Electricity infills	Kwa MUSI
	Training centre	Kwa MUSI
	Community tent	Kwa MUSI
	Sports field	Kwa MUSI
<b>Evuna</b>	<b>WISH</b>	<b>ISIGODI</b>
	Electricity provision	Evuna
	RDP Houses	Evuna
	Fencing of farm fields	Evuna
	VIP Toilets	Evuna
	Training centre	Evuna
	Chreche	Evuna
<b>Kwa Nsele</b>	<b>WISH</b>	<b>ISIGODI</b>
	Electricity infill	Kwa Nsele
	Electricity provision	KwaNsele
	Community Hall	Kwa Nsele
	Block making machine	KwaNsele
	Rehabilitation of sports field	Kwa Nsele
<b>Esigangeni</b>	<b>WISH</b>	<b>ISIGODI</b>
	Water provision	Esigangeni
	Dongas filling project	Esigangeni
	Acess roads to cemeteries	Esigangeni
	Road humps	Esigangeni
	Dam	Esigangeni

<b>WARD</b>	<b>WISH</b>	<b>ISIGODI</b>
<b>12</b>	Allien alleviation projects	Sgubudu
	Community work programm (Filling potholes)	Matheni-Macekaneni

**WARD 16**

WARD	WISH	ISIGODI
16	Water	
	Electricity	
	RDP Houses	
	Toilets	
	Access roads to homes	
	Clinic	
	Sports field	
	Deep	
	Land care project	
	Community gardens	
	Donga filling project	
	Alien plant alleviation project	
	Fencing of community farms	
	Assistance with farming	
	RDP Houses	

WARD 4 WISH LIST		
WARD	WISH	ISIGODI
4	Housing	Khokhwaneni
	Toilets	Khokhwaneni
	Water	Khokhwaneni
	Chreche	Khokhwaneni
	Community Hall	Khokhwaneni
	Gravelling of the road	Khokhwaneni
	Electricity	Khokhwaneni
	Clinic	Khokhwaneni
	<b>WISH</b>	<b>ISIGODI</b>
	Housing	Manqeleni
	Toilets	Manqeleni
	Crèche e	Manqeleni
	Community Hall	Manqeleni
	Livestock deep	Manqeleni
	Dams	Manqeleni
	Clinic	Manqeleni
	<b>WISH</b>	<b>ISIGODI</b>
	Bridge combining road	Nkalaneni
	RDP Houses	Nkalaneni
	Toilets	Nkalaneni
	<b>WISH</b>	<b>ISIGODI</b>
	RDP Houses	Kwa Manqwashu
	Toilets	Kwa Manqwashu
	Extension of water supply	Kwa Manqwashu
	<b>Water dam</b>	Kwa Manqwashu
	<b>WISH</b>	<b>ISIGODI</b>
	RDP Houses	Henenende
	Toilets	Henenende
	Water	Henenende
	<b>WISH</b>	<b>ISIGODI</b>
	RDP Houses	Mbonjeni
	Toilets	Mbonjeni
	Water	Mbonjeni
	Electricity	Mbonjeni
	<b>WISH</b>	<b>ISIGODI</b>
	RDP Houses	Njampela
	Toilets	Njampela

	Clinic	Njampela
	Community hall	Njampela
	<b>WISH</b>	<b>ISIGODI</b>
	RDP Houses	Masundwini
	Toilets	Masundwini
	Community hall	Masundwini
	Agricultural facilities	Masundwini
	Fencing for rotational grazing	Masundwini
	Roads	Masundwini
	Clinic	Masundwini

<b>WARD 6 WISHLIST</b>		
<b>WARD</b>	<b>WISH</b>	<b>ISIGODI</b>
<b>6</b>	RDP Houses	Siphambanweni
	Crèche	Siphambanweni
	Community Hall	Siphambanweni
	Road	Siphambanweni
	Community garden	Siphambanweni
	Sports equipment	Siphambanweni
	Water	Siphambanweni
	Electricity infills	Siphambanweni
	<b>WISH</b>	<b>ISIGODI</b>
	RDP Houses	Cebokwakhe
	Crèche	Cebokwakhe
	Community Hall	Cebokwakhe
	Water provision	Cebokwakhe
	Road	Cebokwakhe
	Community Garden	Cebokwakhe
	Sport equipment	Cebokwakhe
	Donga filling project	Cebokwakhe
	Sports field	Cebokwakhe
	<b>WISH</b>	<b>ISIGODI</b>
	RDP Houses	Odushwini
	Water	Odushwini
	Community Hall	Odushwini
	Clinic	Odushwini
	Sports field	Odushwini
	Community garden	Odushwini
	Road	Odushwini
	Electricity infills	Odushwini
	Sports equipment	Odushwini
	<b>WISH</b>	<b>ISIGODI</b>
	RDP Houses	Khenani
	Water	Khenani
	Community hall	Khenani
	Crèche	Khenani
	Road	Khenani
	Community garden	Khenani
	Electricity infills	Khenani
	Sports field	Khenani
	Clinic	Khenani
	<b>WISH</b>	<b>ISIGODI</b>
	RDP Houses	Sidinsi
	Sports field	Sidinsi
	Community hall	Sidinsi
	Electricity infills	Sidinsi
	Clinic	Sidinsi
	Fencing of grazing fields	Sidinsi
	Youth Development centre	Sidinsi



	<b>WISH</b>	<b>ISIGODI</b>
	Water	Dengeni
	Community hall	Dengeni
	Crèche	Dengeni
	Dams	Dengeni
	Sports field & equipment	Dengeni
	Electricity infill's	Dengeni
	Road	Dengeni
	House infills	Dengeni
	<b>WISH</b>	<b>ISIGODI</b>
	Water	Mbongi
	Community hall	Mbongi
	Dams	Mbongi
	Sports field	Mbongi
	Road	Mbongi
	Sports field	Mbongi
	Electricity infills	Mbongi
	RDP Houses	Mbongi

**Road shows comments and other proposed projects**

1. Ebukhalini air strip renovation and fencing
2. Mobile Police Stations: Since there is a single police stations in the entire town there are no mobile police stations to report urgent especially at night
3. Condom Distribution in Wards- High Rate of HIV/AIDS in Nongoma  
Municipality must intervene with the awareness's and condom distribution.
4. Skills Development Promotion
5. Nongoma NGO's and CBO'S Forum
6. SMME'S Development

## B6. INFRASTRUCTURE ANALYSIS

### 6.1. WATER

#### (i) STATUS QUO

Water is life and without a proper supply of clean water the community is faced with danger of poor health and poor quality of life. Statistics provided by Urban Econ in the study conducted in 2009 reveals that only 2.64% of the households within Nongoma have access to piped water inside the dwelling whilst a majority of the households (49.27%) are still accessing water from the rivers.

Water access	Nongoma
Piped water inside the dwelling	2.64
Piped water inside the yard	5.76
Piped water from access point outside the yard	12.47
Borehole	8.49
Spring	6.53
Dam/pool	9.37
River/stream	49.27
water vendor	1.62
Rain water tank	3.37
Other	0.47

Source: Quantec data base and Urban Econ calculations, 2008

These statistics indicate a huge backlog that is facing the municipality regarding the water supply to the households. The backlog statistics presented in the municipality IDP reveals that the municipality accommodates 73% of the households that are without clean water in the rural parts of the municipality with 15.7% of the households without clean water in the urban parts of the municipality. This indicates a concentration of water supply services in the urban parts of the municipality whilst the rural parts remain unattended.

Furthermore, it is also important at this stage to look into the issues of the water supply infrastructure of the municipality with a view of assessing if it is adequate to service the backlogs as

identified in the foregoing passage of this section of the report. In the main the assessment of the infrastructure status quo was conducted by the Kwezi V3 Joint venture. According to them at this juncture water is supplied to the town of Nongoma from the Vuna Water Treatment Works. The Vuna Water Treatment Works is presently producing an average of 4.2 M/l per day. The current water loss is approximately 50%. Based on the population figures of the town, the town requires less than 2 M/l of water per day.

The Vuna dam supplies raw water to the treatment plant, however, the dam is severely silted up and it is estimated to have lost 75% of its storage capacity. The bulk raw water supply is thus very vulnerable to the seasonal rainfall and ongoing high maintenance and repair costs to the plant and the bulk and reticulation network. A second dam, the Vokwana dam, was constructed with the intention to augment the supply to the treatment works and to redress the siltation problem.

A second and much smaller water treatment works is situated at Mbili. This works is supplied with water from the Mbili dam, which is situated on a small catchment below the town. This works has a capacity less than 1 M/l per day and it also augments the water supply to the town and surrounding areas.

Kwezi V3/RAWS Joint venture has been appointed to do the Usuthu Regional Water Supply Scheme. The Usuthu RWSS includes the investigation and design of the bulk and reticulation of the water networks to Nongoma town and a new water treatment works at the Black Umfolozi River.

Worthy to note from these realities is the fact that whilst it is 73% of the rural communities that are without clean water, the available infrastructure for water provision is mainly set to service the urban part of the municipality which indicates a need for more attention to be paid to the rural parts of the area through the current investigation of the Usuthu Regional water supply scheme.

## **(ii) THE ZULULAND WATER SERVICES DEVELOPMENT PLAN (WSDP)**

The ZDM is the Water Services Authority for the Nongoma area and is responsible for water planning and provision in the municipality. The Zululand District Water Services Plan gives a clear indication as to where and when water infrastructure will be provided in the District. It provides a clear indication of what amount of water capital infrastructure will be provided when and at what cost and during which year. The ZDM is committing R 25,513,161 to the Usuthu scheme and R 18,480,077 to the Mandlakazi scheme in the 2010/11 financial year. The ZDM is also responsible for water quality testing. The role of the Nongoma municipality in the implementation of the WSDP is more on facilitation, this is done through the meetings that takes place in order to ensure water provision, Nongoma is always represented.

## 6.2. SANITATION

### (i) STATUS QUO

It is reported that there are no bulk sanitation treatment schemes in the areas of the Nongoma Municipality. Statistics provided by Urban Econ in the study conducted in 2009 reveals that only 1.16 % of the households within Nongoma have access to flush toilets connected to the sewerage system whilst only 0,5% have flush toilets connected to the septic tank. On the contrary a majority of the households (46.28%) are without toilet facilities whatsoever. On the other hand 47.55 percent of the households are using pit toilets with and without ventilation.

Sanitation access	Nongoma
Flush toilet (connected to sewerage system)	1.16
Flush toilet (with septic tank)	0.50
Dry toilet facility	4.51
Pit toilet with ventilation (VIP)	25.48
Pit toilet without ventilation	22.07
None	46.28

Source: Quantec data base and urban econ calculations, 2008

The status of backlogs in terms of sanitation reveals that the urban parts of the municipality enjoys a better sanitation service as opposed to the rural parts of the municipality. It is recorded that only 4.1% of the urban households are using pit toilets while 85% of such households are using the waterborne system. Only 10% of the households in the urban parts are reported to be without the sanitation service. On the contrary only 0.9% of the rural parts of the municipality have a waterborne system of sanitation as whilst 99.1% is shared by those using the pit toilets and those without the service at all.

A successful redress of the existing backlogs can only be executed through the existence of an appropriate sanitation infrastructure within the area of Nongoma. It is therefore important to understand the current conditions of the infrastructure with a view of maintaining or improving it to suit the needs of the communities it is supposed to serve. Kwezi V3 Joint venture has also conducted a status quo assessment of the sanitation infrastructure and reported that the town of Nongoma has

a waterborne sewer system which flows to the sewer treatment works. Currently no one operates the sewer treatment works, which results in that raw sewer eventually ending up in the rivers and streams below the treatment works, which is a serious health risk. The joint venture recommended that a detailed investigation be done of the sewer reticulation network to determine the true extent of the sewer network. However as part of the Usuthu Regional Water supply scheme, the investigation and design of the bulk and reticulation of the sewer networks to Nongoma town and a new water treatment works is also included.

It is an issue for strategic consideration that the current infrastructure for sanitation is attended and operated appropriately before it causes health hazard to the community. Furthermore it remains a concern that even on the sanitation service the rural parts of the municipality are underserved. This requires a strategic intervention that will bring some relief to the rural dwellers of the municipality.

**(ii) THE ZULULAND WATER SERVICES DEVELOPMENT PLAN (WSDP)**

The ZDM is the Water Services Authority for the Nongoma area and is responsible for sanitation planning and provision in the municipality. The Zululand District Water Services Plan gives a clear indication as to where and when sanitation infrastructure will be provided in the District. It provides a clear indication of what amount of capital infrastructure will be provided when and at what cost and during which year. The ZDM is committing R7,986,250.06 to the Usuthu scheme and R5,231,803.92 to the Mandlakhazi scheme in the 2010/11 financial year.

The role of the Nongoma municipality in the implementation of the WSDP is more on facilitation, this is done through the meetings that takes place in order to ensure sanitation provision, Nongoma is always represented.

### **6.3. ELECTRICITY**

**(i) STATUS QUO**

Nongoma Municipality is still facing a huge backlog of electricity supply. The backlog statistics reveals that 51% of the households in rural parts of the municipality are without electricity supply. It further reveals that in urban parts of the municipality, 4.2% households are without electricity supply. The municipality is dedicated to address this backlog using the funds made available through fiscal allocation, schedule 6 and 7 of grant allocation by energy department.

Studies conducted by Urban Econ in 2008 reveals that more than 51% of Nongoma households still depends on candles for lighting. These findings are summarized in the table below:

Source of Lighting	Nongoma
Electricity	43.81
Gas	0.49
Paraffin	1.77
Candles	51.79
Solar	0.84
Other	1.30

Source: Quantec data base and urban econ calculations, 2008

The Basic Services Publication (COGTA, 2009) indicates that the Department of Minerals and Energy (2008) estimated that 48.9% or 17212 households have access to the Grid, a figure that increased to 51.1% in 2008.

## (ii) ELECTRICAL SUPPLY DEVELOPMENT PLAN

The ZDM is responsible for the preparation of an ESDP. The purpose of an ESDP is to formulate a rational basis for the extension of grid and non- grid electricity service supply to the population of the district within as short a time as possible, within both the national and provincial electrification guidelines and budget available.

Currently the ESDP is being implemented in Nongoma through Integrated National Electrification Programme called schedule 6 (done by the municipality) and Schedule 7 (done through Eskom).

## 6.4. ROADS & STORMWATER

### (i) STATUS QUO

#### Roads and access to transport facilities

Very poor condition of access roads for the rural areas of Nongoma which requires some urgent attention and upgrading is reported. Primary to the concerns raised about the road networks is the

fact that the overall accessibility of the Nongoma Town and its linkages with the rest of the municipality areas and the province in general is so poor in that the portion of important roads connecting Nongoma with other towns is gravel and inaccessible during the rainy seasons. It suggests that if these access roads were to be improved the area will receive some economic development and growth. The development of the road networks in Nongoma could contribute significantly to the alleviation of poverty and underdevelopment within Nongoma. The improvement of roads is imperative for economic growth, which could simultaneously lead to an improvement in rural livelihoods.

There is only one formal taxi rank located in Nongoma Town. A new taxi rank is currently under construction. The main mode of transport used by the residents of Nongoma is public transport in the form of taxis, buses and bakkies. Inaccessibility is a major problem throughout Nongoma. Because of the poor condition of the roads, many areas are inaccessible when it rains. Public transport in the form of buses is scarce due to the poor condition of roads within the Municipality, which isolates the population of Nongoma even further from economic opportunities in the surrounding areas. Most rivers have low-lying bridges or no bridges at all. This suggests that during the summer months there are many areas that become inaccessible. As a result of these conditions it is reported that 92.50% of all individuals within the municipality do not have any form of transport, and thus have to walk to amenities.

To address the problems associated with the lack of access roads within Nongoma Municipality, Road master plan has been developed. This master plan highlights access road segments that are needed to link settlements with service places. The prioritisation model used for this master plan considered social, economic and environmental development factors into consideration. Segment access roads that need immediate intervention are coloured in red, and those that are important but not given first priority are coloured in purple, and the last priority ones are coloured in blue.

Although R66 is not indicated as a priority in the Master plan below, an immediate intervention is needed for this road since it is the main transport corridor that links Nongoma with Ulundi and Pongola. It has pointed out that the poor condition of this road hinders economic growth in the region.

This suggests an urgent need of looking into roads network with an intention of improving on what is currently available and developing new road networks to connect the rural parts of the area with its town where a large number of amenities is concentrated. This will contribute immensely in the economic development of the area as well as improvement of the transport facilities to be enjoyed by the communities.

## 6.5. STORMWATER

The **drainage and storm water** in Nongoma is poor, this reveals a serious backlog in the provision of these services. The existing drainage in Nongoma town needs maintenance, rehabilitation, and upgrading.

## 6.6. TELECOMMUNICATIONS

Whilst **communications** are in most cases not considered as part of the primary bundle of development services in most rural areas it is argued that they still provide the ever required access to information, employment opportunities, education and health facilities. These aspects have an immense role to play in the productivity and social networks, which in turn influence the ability of individuals and households to participate productively in the economic sphere.

The Urban Econ study reveals that, the telephone coverage in Nongoma is poor since approximately 56% of communities in Nongoma have no access to telephone network. Only 1% of households in Nongoma have telephones in dwelling. This indicates a need by Telkom to improve the telephone service provision to the rural parts of the Area. As part of an attempt to improve on the communication services, the South African Postal Services in Nongoma is aiming at a long-term scenario in which each postal outlet will offer a full range of services. This will specifically ensure that rural areas, where postal agencies are currently more prevalent, have access to a wide range of services.

## 6.7. HOUSING

Housing demand in Nongoma is still high, with 75% of residents living in semi-permanent dwellings(mud houses) or unsafe brick houses that need to be replaced. While Nongoma municipal council in partnership with the department of human settlement are dedicated to address housing backlogs, the settlement patterns within the municipality is a challenge. Most settlements are scattered and dispersed all over the places; this makes it hard to provide housing solutions that



promote sustainable and integrated settlement. The municipality is mindful of the need to promote human settlement that:

- Discourages sprawling settlement patterns
- Generate social and economic opportunities for people and
- Promote easy accessibility to opportunities.

The requirements of human settlement that housing projects are placed in areas close to existing settlements with existing or planned infrastructure is also a challenge in a rural settlement set up and in these areas the development will create densities in the existing settlements. This provision seeks to promote sustainable basic services delivery.

### 6.7.1. HOUSING SECTOR PLAN

The municipality has prepared the Housing sector plan during the 2009/10 financial year, the sector plan intends to be a guiding document that will help the municipality to achieve the following objectives:

<b>Objective 1: Alignment</b>
<ul style="list-style-type: none"> <li>• Consolidating, confirming and instilling a shared housing vision between Nongoma Municipality and all role players by emphasising all national focus areas in terms of Housing Delivery within the municipality;</li> <li>• Ensure alignment with provincial and national housing policies as well planning directives;</li> <li>• Ensure sustainable and spatially integrated housing delivery</li> </ul>
<b>Objective 2: Interventions</b>
<ul style="list-style-type: none"> <li>• Establish a common understanding of housing of housing delivery challenges and constraints;</li> <li>• Ensure relevance and effectiveness of the various housing delivery programmes and products;</li> <li>• Explore and recommend tools to monitor and evaluate housing delivery.</li> </ul>
<b>Objective 3: Integration and Sustainable Implementation</b>
<ul style="list-style-type: none"> <li>• Ensure integration with Nongoma IDP, Spatial Development Framework and other local planning policies and guidelines;</li> <li>• Ensure integration of Housing Delivery Implementation plan with National and Provincial spheres.</li> <li>• In addition to the above generic objectives, Nongoma Municipality would also like to achieve the following by way of the Housing Sector Plan Review: <ul style="list-style-type: none"> <li>• To use the Housing Sector plan review process to inform prioritisation of projects within the IDP.</li> <li>• To use the Housing Sector Plan review process to capacitate Councillors on housing issues within the municipal area.</li> </ul> </li> </ul>

Therefore the main purpose of the 2009/10 Housing Plan is as follows:

- To ensure effective allocation of limited resources, financial and human, to a wide variety of potential development initiatives;
- To provide guidance in prioritising housing projects in order to obtain consensus for the timing and order of their implementation;
- To ensure more integrated development through co-ordinating cross sector role players to aligning their development interventions in one plan;
- To provide effective linkages between the spatial development framework and the project locations of physical implementation of a range of social, economic, environmental and infrastructure investments;

- To ensure there is a definite housing focus in the IDP and SDF with clear direction for future housing delivery across the municipality;
- To provide the IDP process with adequate information about the housing plan, its priorities, benefits as well as strategic and operational requirements.

The Housing plan has identified the following as the main objectives of the Nongoma Municipality regarding housing development within its jurisdiction:

- Reduction of the housing backlog;
- Development of institutional capacity to perform all functions related to housing within the municipality in line with accreditation requirements;
- Promote the involvement of the private sector in dealing with the backlog to respond to Breaking New Grounds; and
- Promotion of intergovernmental co-ordination in housing delivery

Housing in the municipality is largely problematic with most residences (an estimated 75%) being mud houses which are often unsafe during stormy weather. Households have largely been built along transportational routes leading to a linear settlement pattern which makes service provision problematic and expensive. The following table summarises the estimated housing backlog per ward:

Estimated Housing Backlog per Ward

WARD	ESTIMATED HOUSING BACKLOG
1	2073
2	1687
3	1109
4	855
5	1058
6	1054
7	1605
8	1616
9	1712
10	1946
11	1108
12	1 298
13	1 558
14	1 758

15	1 583
16	1 215
17	477
18	1 047
19	634
<b>TOTAL</b>	<b>25 393</b>

Housing is a critical asset for the poor, and can cushion them against the impact of poverty. Housing not only provides shelter and space for human development, but also may be used as a base for home enterprise. There is a need for a strategy aimed at giving all the Nongoma communities access to a permanent residential structure with secure tenure and adequate water, sanitation, waste disposal and electricity services.

#### **6.8. SETTLEMENT PATTERNS:**

<b>SETTLEMENT TYPE</b>	<b>NUMBER OF SETTLEMENTS</b>	<b>%</b>
Urban	1	0.4 %
Rural Scattered	72	19.8%
Rural Village	290	79,8%
Total	363	100 %

The distribution of types of settlements reveals that 79.8% of settlements fall into the rural village category while a further 19.8% are scattered rural" settlements. About 98,34 % of the population, which is the majority is said to be located in the rural parts of the study area whilst the smallest concentration of Nongoma's population lives in its formal, urban area(1,66%).

The Community Survey (2007) indicates that in 2007, 22.5% of households in the municipality were formal as compared to the 37.3% in 2001. This shows a real decline in formal households in the municipality. In terms of informal houses, the Community Survey indicates that in 2007 1.4% of households were informal which is up from the 1.2% in 2001.

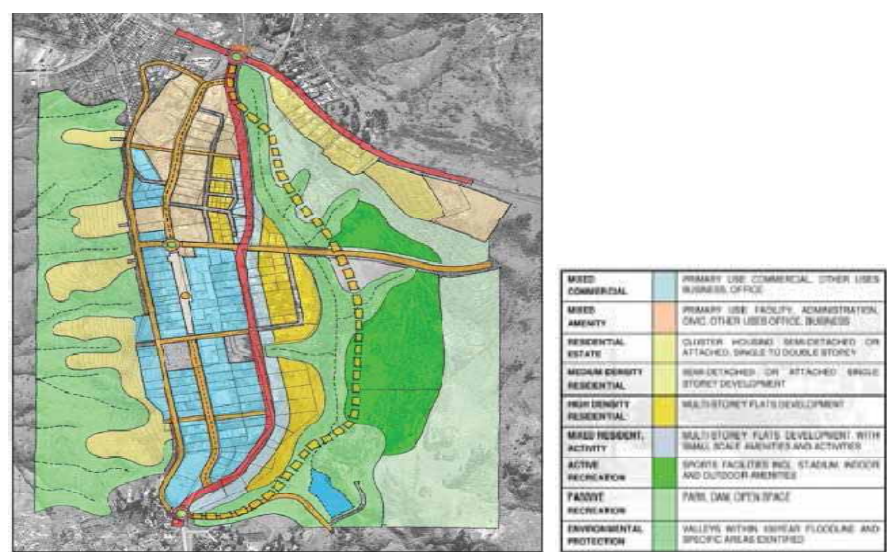
The 2007 Community Survey figures indicate that 75.4% of households own and have fully paid off their dwellings which is up from the 62.4% in 2001 and which is above the DM's average of 67.8%

Nongoma Town is the only urban node within the municipality, with three district secondary corridors intersecting in this node. The lack of identification and development of rural nodes put strain to Nongoma Town since it services the population of more than 244 501 (stats SA survey, 2007). The lack of proper structural planning of Nongoma Town, and the aforementioned high volume of people getting their services from this node, result Nongoma town being very dense and congested.

Although there is an upcoming by-pass road that is anticipated to ease the traffic in Nongoma town, the current traffic congestion imposes a challenge to town users and business owners. Figure below shows Nongoma Town Regeneration Strategy, and this strategy is underway to ensure effective infill planning and proper restructuring of the town.

Nongoma Spatial Development Framework (SDF) indicates that the secondary routes should influence the identification of investment nodes within Nongoma Municipality. It also indicates that communities that are closer to transport corridors are standing better chances to access limited services. This points that where possible, future developments should be encouraged along transport corridors.

#### Nongoma Urban Development Framework



Source: Nongoma Urban Development Framework

The yellow dotted line designate the new upcoming by-pass road that is anticipated to ease traffic on R66 road. There are other projects undertaken by the municipality to mitigate congestion in

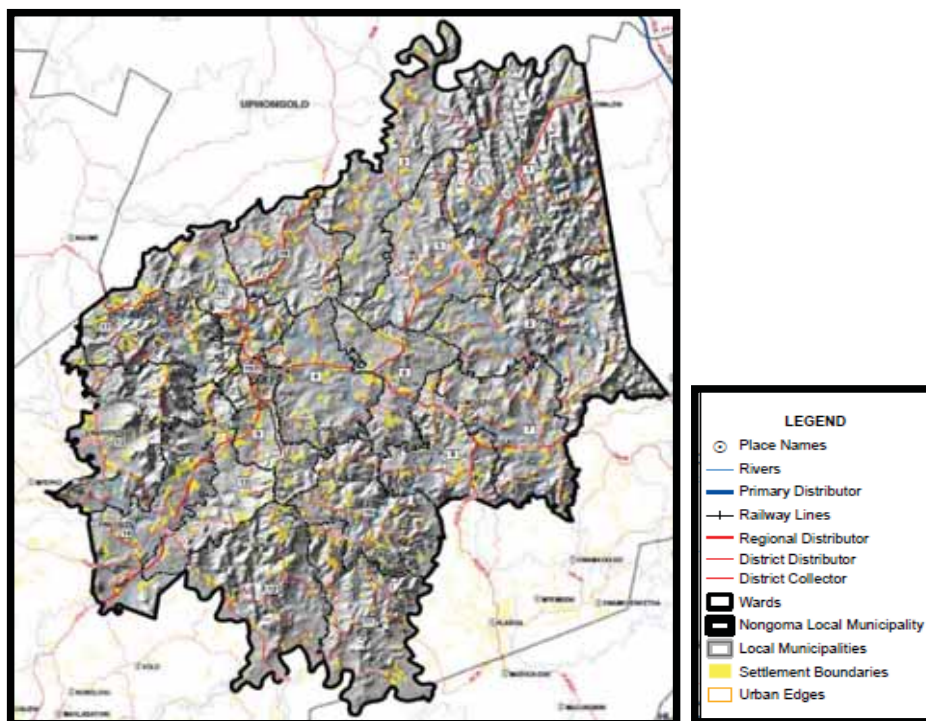
Nongoma CBD, and these include the underway taxi-rank. Through the financial support from NDPG for upgrading of the Nongoma town infrastructure and other resources available, the municipality is dedicated to change the poor current state of Nongoma Town.

Although the municipality is dedicated to implement the above mentioned projects to improve current conditions, shortage of developable land, unclear and contested urban boundary impose a big challenge to the municipal council. The first report on Nongoma Land Release Strategy and Land availability Assessment Framework points that; Nongoma is facing a lot of challenges around the availability of developable land for the growth expansion of the Town. While there are initiatives to negotiate the release of suitable land for the growth of Nongoma Town, the contestation of land within Nongoma urban boundary exacerbate the situation. Nongoma Municipal Council, Traditional Authorities, and Ingonyama Trust still have to resolve issues of land falling within municipal boundary.

Municipal Council has considered engaging all stakeholders involved which include the three Traditional Authorities, Ingonyama Trust, and the Provincial Department of Rural Development and Land Affairs to resolve land ownership issues. Once urban boundary is clearly defined, municipality will be able to fully control land use and developments taking place within its boundary.

Introduction of KZN Planning and Development Act, 2008 (PDA) will also assist the municipality to control land utilisation and developments. Although Nongoma has its Scheme as part of Land Use Management Systems in place, implementation is still delayed by the land ownership issues as mentioned above.

Nongoma Town is the only formal urban area with a higher concentration of people. The remaining area of the municipality has a severely scattered settlement pattern with very low densities of population. This exacerbates the challenge of scarce resources in the quest of sustainable service delivery. Although keeping rural character of traditional settlements can not be overlooked, where possible densification need to be considered for future developments. This will assist with cost reduction on service delivery. Figure 1.3 below shows Nongoma Municipality's settlement patterns



Source: Nongoma Spatial Development Framework

## 6.9. SWOT ANALYSIS: INFRASTRUCTURE

	WEAKNESSES
<p><b>Roads:</b></p> <ul style="list-style-type: none"> <li>Available natural resources e.g. borrow pits, sand, and water.</li> <li>Road networks exist.</li> <li>Availability of the plant / machinery for Road construction.</li> <li>Land for infrastructure development is available.</li> <li>Availability of emerging contractors.</li> <li>Availability of general &amp; semi-skilled labour.</li> </ul> <p><b>Electricity:</b></p> <ul style="list-style-type: none"> <li>There is a mining project that consumes electricity.</li> <li>More than 50% of Nongoma areas have electricity.</li> <li>Nongoma Development Node – The Nongoma Local Municipality is a development node, which brings about an opportunity for electricity connections through integration processes.</li> </ul> <p><b>Water and sanitation:</b></p> <ul style="list-style-type: none"> <li>Water is available.</li> <li>Skilled Labour</li> <li>Emerging contractors.</li> </ul>	<p><b>Roads:</b></p> <ul style="list-style-type: none"> <li>Commercial sources outside district.</li> <li>Lack of communication between the government department responsible for infrastructure development and the Municipal Planning &amp; - Engineering department.</li> <li>Inadequate resources of upgrading the existing infrastructure.</li> </ul> <p><b>Electricity:</b></p> <ul style="list-style-type: none"> <li>Lack of education in electricity related matters including dangers.</li> <li>Veld &amp; Forest fires are burning electricity poles.</li> <li>Stealing because of unemployment e.g. copper wire stealing.</li> <li>Lack of competent staff within Nongoma municipality.</li> <li>Lack of Energy plan</li> <li>Some people do not buy electricity because they depend on wood for fire.</li> </ul> <p><b>Water and sanitation:</b></p> <ul style="list-style-type: none"> <li>Lack of funds.</li> <li>Lack of awareness about health issues.</li> </ul>

<p><b>Sports fields:</b></p> <ul style="list-style-type: none"> <li>• Sufficient areas for sport-fields.</li> <li>• Youth participation.</li> <li>• Income generating activities.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Planning is too long</li> </ul> <p><b>Sports fields:</b></p> <ul style="list-style-type: none"> <li>• Absence of maintenance tools.</li> <li>• Poor grass (water).</li> </ul>
<p><b>Roads:</b></p> <ul style="list-style-type: none"> <li>• Availability of funds, grants from government departments is an opportunity.</li> <li>• Restructuring program of the government will improve the infrastructure.</li> <li>• The establishment of the Road Master Plan</li> </ul> <p><b>Electricity:</b></p> <ul style="list-style-type: none"> <li>• More training will create more job opportunities.</li> <li>• Reduced air pollution.</li> <li>• Easy access to information from the Computers &amp; TV's at schools &amp; homes.</li> <li>• Reducing of influx to urban areas.</li> <li>• There is an opportunity for Nongoma to sell electricity if there is capacity.</li> </ul> <p><b>Water and sanitation:</b></p> <ul style="list-style-type: none"> <li>• MIG funds to supply water to communities.</li> <li>• Location of the Umfolozi River within the area of Municipal jurisdiction.</li> <li>• Payment of this service by community when provided is an opportunity.</li> </ul> <p><b>Sports fields:</b></p> <ul style="list-style-type: none"> <li>• Youth involvement.</li> <li>• Skill achievements.</li> <li>• Income generation.</li> </ul>	<p><b>Roads:</b></p> <ul style="list-style-type: none"> <li>• Disaster.</li> <li>• Theft of materials (wheel barrows, spades, crush stones etc.).</li> <li>• Lack of trust from the community. Public expects so much so soon yet planning and tendering procedures are a long processes.</li> <li>• Infrastructure maintenance plan is not in place.</li> </ul> <p><b>Electricity:</b></p> <ul style="list-style-type: none"> <li>• Vandalism.</li> <li>• Stealing the electricity (illegal connections).</li> <li>• Culture of non-payment of electricity.</li> </ul> <p><b>Water and sanitation:</b></p> <ul style="list-style-type: none"> <li>• Vandalism.</li> <li>• Stealing the water (illegal connections).</li> <li>• Culture of non-payment of water.</li> <li>• Huge Backlog</li> </ul> <p><b>Sports fields:</b></p> <ul style="list-style-type: none"> <li>• Lack of interest.</li> <li>• Lack of support from parents.</li> <li>• Maintenance problems.</li> </ul>

## **B7. THE ENVIRONMENTAL ANALYSIS**

### **7.1. INTRODUCTION**

The rugged mountainous terrain and the contrasting grasslands of Nongoma provide a scenic quality. The area has unexploited natural resources and it is the rural communities that mostly utilise these resources for their daily survival. If well managed, natural resources could contribute to the economic development of Nongoma. This could involve the development of special management areas with community conservation and private game farm options, as well as for the development of community run lodges and accommodation facilities.

Important river systems in Nongoma are the Ivuna River, Black Mfolozi River and Mona River. These rivers do not only contribute to the scenic beauty of the area, but are also important resources for the survival of most of the communities in the area.

Due to neglect and ignorance the natural environment of Nongoma is in a state of degradation. Environment management and conservation activities need to be introduced to the community to prevent further degradation of the environment, with particular attention being given to erosion and the pollution of rivers and streams. The development of tourism opportunities also needs to be considered and attended to.

### **7.2. VEGETATION AND SOIL CLASSIFICATIONS**

Specific veld types relating to Bio-resource groups (BRGs) have been identified in the municipality. The BRG's are identified through a number of characteristics such as climate and soil type which then have an effect on both the natural vegetation that is or would have been found on site and the potential for agricultural production. These are determined at a provincial scale and therefore do not take landscape micro-climate into account. They do, however, give a broad over view of the conditions, limits and opportunities in the study area.

BRG 15 exists between an altitude of 50 and 900m with mean annual rainfall range of 800m- 1000m and a mean annual temperature of 19.5°C. The summers are warm with mild winter with moderate frosts. The vegetation is dominated by grassland with bushed grassland in the traditional to Dry Tall Grassland. Isolated patches occur in the Hluhluwe Game Reserve. The mean annual rainfall ranges between 700mm and 800mm and a mean annual temperature of 19.4°C. Summers are warm to hot and winter are mild with occasional moderate frost. The major vegetation pattern is grassland dominated by *hyparrhenia hirta* with *Sporobolus pyramidalis* an important species which indicates overgrazed areas. A secondary pattern of bushed grassland is the result of invading *Acacia* species which include: *Acacia karoo*, *A. nilotica*, *A. tortilis* and *A. seberana*. A major problem species involved in the bush encroachment process is *Dichrostachys cinerea* which formed thickets in some areas with *Acacia* species.



### **7.3. TOPOGRAPHY**

The terrain of the area is dominated by deeply incised river valleys, ridges and steep lands. Nongoma provides an aesthetic quality with its contrasting mountainous terrain and grasslands. The mean elevation (m above sea level) ranges from 257m to 1 135m above sea level. The municipality is very hilly, with the highest areas situated in the central and north- western areas of the municipality. The towns of Nongoma and Mahashini are situated within the high- lying areas. The undulating topography has resulted in a scattered settlement pattern.

Overgrazing and incorrect cultivation methodologies have been a result of poor land management which has consequently resulted in the erosion and degradation of fields across Nongoma.

### **7.4. SLOPE ANALYSIS**

A slope analysis of the municipality undertaken as part of the SDF (2010) indicates that more even plains are situated in the northern parts of the municipality. It also indicates that the incline of the land has not adversely affected the settlement pattern within the municipality as the populace has settled all over the municipal area. Slope does, however, affect the affordability of service provision.

### **7.5. HYDROLOGY**

Important river systems in Nongoma include the Ivuna River and Black Mfolozi River, and Mona River. These rivers are important features within Nongoma as they contribute scenic beauty and provide resources for the survival for most of the communities. These rivers are utilised for a multitude of purposes (such as washing clothes, animal feed, human consumption) which often leads to water pollution.

The catchment management area and its border are environmentally sensitive and provide additional natural scenic beauty to the area. Opportunities exist, however, for the establishment of community conservation and private game farm options within these zones, as well as for the development of community- run lodges and accommodation facilities.

### **7.6. AGRICULTURAL POTENTIAL**

The land of the highest agricultural potential is situated on the western boundary of the municipality between Thokazi and Mahashini. A further area between Maphophoma, Injampela, KwaQuma and Qongco contains areas of high agricultural potential. It is noted that the current cultivation pattern does not correspond to the potential of the land. The SDF (2010) indicates that according to the land

potential, the largest part of the municipality is not suitable for agriculture as the input costs will be very high, and might be more than the returns received from the land.

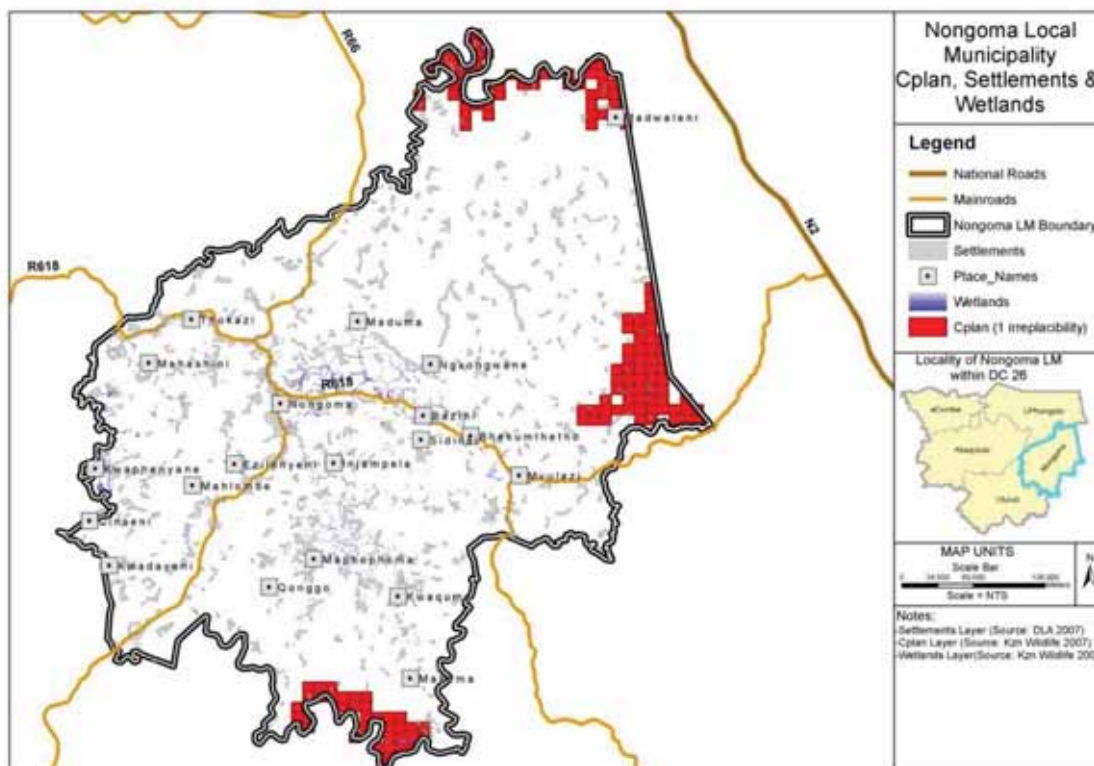
## 7.7. AREAS OF ENVIRONMENTAL SENSITIVITY

The following table summarises the areas of environmental sensitivity identified by the community (Urban Econ, 2009), namely:

Community Identified Environmentally Sensitive Areas

ITEM	AREA	WARD	IMPORTANCE	POTENTIALS
1	KwaNdunu	19	Historical and heritage site (Battlefield)	Tourism
	Mbili Dam	16	Chalets, lodge, 4x4 trails River rafting on the Ivuna River and camping	Tourism
2	Sinkonkonko	7	Rare rock formations	Tourism
3	Wela	7	Nature tourism, indigenous forests and adventure tourism	Tourism
4	Msebe	5	Historical and heritage site (Battlefield)	Tourism
5	Dlabe	9	Historical and heritage site	Tourism
	Vungama and throughout the whole Nongoma, but needs to be developed	1	Eco-tourism, nature and game reserve	Tourism
6	Bhanganoma	1	Historical and heritage site	Tourism

Source: Ward meetings, Nongoma IDP



## 7.8. LAND USE PATTERN

The rural areas of Nongoma suffer from a legacy of inappropriate production and investment decisions by both government and the rural population. For many people in Nongoma, economic and social decisions remain conditioned by their unequal and distorted access to markets, services and opportunities.

Less than 20% of Nongoma is considered high potential agricultural land and as such, farmers often farm on marginal lands of poor with limited water supplies which often leads to degradation and soil erosion.

## 5.11. SOLID WASTE REMOVAL

### (i) STATUS QUO

There are no formal refuse removal services or refuse dumps in the rural areas of Nongoma with only one landfill site in Nongoma Town that is in the process of being closed as it is full and no provisions have yet been made for a new site within the town. This reality is substantiated by the statistics as provided by the study conducted by Urban Econ in 2009, which states that 89.46% of the household have their own refuse dump with only 0.78 % of the household having a refuse removal service by the municipality at least once a week.

Refuse disposal	Nongoma
Removed by local authority/private company at least once a week	0.78%
Removed by local authority/private company less often	0.78%
Own refuse dump	89.47 %
No rubbish disposal	8.97 %

Considering the possibility of creating employment opportunities through the recycling projects, it is a matter for strategic consideration to develop plans on collecting the refuse from the household with an intention of recycling the waste thereby improving employment levels and also addressing the landfill space issues. This will in turn improve on the service delivery on waste disposal.

## THE INTEGRATED WASTE MANAGEMENT PLAN (IWMP)

The ZDM is responsible for preparing and reviewing its IWMP. An IWMP must review the existing solid waste management practices at a DM level and suggest better ways of waste disposal and recycling. Currently waste is collected once a week in the following areas White City, Dilini, Khenana and Redhill. In Nongoma town waste is collected on daily basis, this is done in order to ensure that proper mechanism are in place to address environmental related issues.

There is an existing dumping site, but there are also future plans of closing the current dump site and re establishment the new dump site. There is a proposal to establish waste dump site in Manhlakazi and this will hopefully be implemented during the 2012/13 financial year.

## CEMETERIES

Burial arrangements are closely bound with cultural and religious traditions. In most cases burial sites are needed in relatively close proximity to settlements. Accordingly to the Zululand Cemeteries Master Plan, approximately 700 ha of land will be required in the Zululand District Municipality by the year 2020 to accommodate approximately 800 000 cumulative deaths at that time. The cemetery plan estimates that there will be 197 479 cumulative deaths by 2020 which will require 171 ha of land.

Even though **cemeteries** are primarily an issue of the ZDM, Nongoma is reported to have only two public cemeteries catering for needs of the area with around one year's availability of plots between them. The ZDM has completed a Master Plan for cemeteries for the entire area which would need some funding for implementation.

The cemeteries in Nongoma is also considered as one of the challenges being experienced, the cemeteries around town are full, therefore in order to address the cemetery issues within the jurisdiction Nongoma has engaged Usuthu Tribal Authority to avail the site for the proposed public cemetery.

## B8. THE ECONOMIC ANALYSIS

### 8.1. ECONOMICALLY ACTIVE POPULATION AND UNEMPLOYMENT

Nongoma, which has the second highest population of all the Zululand municipalities, only contributes 13.6% to the District's economic output. This further suggests that employment levels are low in the local municipality. As illustrated in the table below, there are less economically active people in Nongoma than both the DM and provincial averages, and there are also far fewer employed people in Nongoma municipality than the DM and provincial averages. The unemployment rate for the municipality is also a staggering 63.23%, above the 50.28% average for the ZDM, and the 37.53% average for the province. The employed population is a paltry 14% in Nongoma, less than half of the provincial employment rate (35.5%).

Economically active population

	KZN	Zululand	Nongoma
<b>Economically active</b>	56.82%	44.15%	38.37%
<b>Employed</b>	35.50%	21.95%	14.11%
<b>Unemployed</b>	21.32%	22.20%	24.26%
<b>Not economically active</b>	43.18%	55.85%	61.63%
<b>Unemployment rate</b>	37.53%	50.28%	63.23%

Source: Quantec database and urban –Econ calculations, 2008

The 2008 Urban Econ's Household Survey indicates that a large majority (61.58%) of the formally employed individuals are based in the *Community, social and other personal services sectors*, which suggests that the general service sector is the main economic engine from employment perspective. About one in every ten (12.17%) work within the *Finance and Business services sectors* and a further 10.60% of the employed labor force are found in the *Wholesale and retail trade, catering and accommodation sectors*. The *agriculture sector* employs a comparatively low percentage (1.49%) of individuals, in contrast to the high DM figure of 13.16%.

Even though Nongoma has a relatively small economically active population, the employed labor force is well skilled. On average, the percentage of unskilled yet employed laborforce is higher in the province and the District, compared to Nongoma Local municipality. This is illustrated below.

Employed and skilled population in the province, District and Nongoma Local municipality

Skill level	KZN		Zululand		Nongoma	
	Number	% of formerly employed	Number	% of formerly employed	Number	% of formerly employed
Total-Formally employed	1618260		65301		6982	
Highly skilled	203776	12.59%	78880	12.07%	1007	14.42%
Skilled	710117	43.88%	27282	41.78%	3202	45.86%
Semi and unskilled	704367	43.53%	30139	46.15%	2773	39.72%

Source: Quantec database 2011

The rural areas of Nongoma suffer from the legacy of inappropriate production and investment decisions by government and the rural population. For many people in the Nongoma area, economic and social decisions remain conditioned by their unequal and distorted access to market, service and opportunities. In contrary , asset ownership and distribution patterns remain those formed by apartheid and of popular significance are landlessness and overcrowding that still persist within the area.

A huge backlog in the provision of rural infrastructure persists. The high cost of delivering services to rural communities with limited economic potential results in the tension between fiscal discipline objectives and those of decreasing poverty and inequality. 98.34% of the Nongoma population live in rural areas. While poverty is not primarily a rural issue, the risk of becoming and remaining poor remains significantly higher in rural than in urban areas.

The Nongoma town is the only urban centre that provides social and commercial services and facilities within the predominantly rural landscape where the approximate 209 000 people of the Nongoma Municipality live. The population of the town itself is only approximately 4 000 people and the surrounding rural areas are characterised by rural settlements, traditional settlements, homesteads and village of various densities. It is home to a range of public sector and formal and informal commercial sector activities.

The general characteristic of Nongoma is that of large rural market town. However, Nongoma's economy is weak, due to its low literacy rate, low education levels of its population and its low number and proportion of skilled and professional people. In order for Nongoma to grow economically, it needs to diversity its economic base and strength its existing profitable sectors that have a high GGP, such as community service, trade and agriculture.

## 8.2. Tourism development

Nongoma is located on the proposed Zulu Heritage & Cultural Trail which has been identified as a priority. Importantly, the Nongoma Municipality, or at least parts of the Nongoma Municipality links to both the heritage and eco-tourism product offered by the Province.

Since the time of King Dinizulu the residence of Zulu kings has been at Nongoma. Nongoma therefore has good potential as a tourist attraction because it offers tourists the opportunity to step back in time and experience a vibrant traditional market town together with traditional events and activities centred around the Zulu Royal Palaces. The access to Nongoma from Ulundi is via a good tarred road. Strategically Nongoma also links to the Emakhosini Heritage Park, the Ithala Game Reserve and associated private sector game farms in uPhongolo and the tourism initiatives around the Pongolapoort Dam. This provides the regional tourism context and strengthening these tourism attractions in the Zululand District Municipality will increase the marketability of Nongoma as a tourism destination. In the past it has been indicated that Nongoma should build tourism around events connected to the Royal Palaces, the vibrant traditional African markets and the developing accommodation sector. This Municipality offers a unique slice of Africa in the raw and can be positioned to attract international tourists as there is a burgeoning tourism sector including two good accommodation facilities and a locally owned tour company offering excursions in and around Nongoma.

Tourism in and around Nongoma can benefit tremendously from the R66 Route branding and attractions that are highlighted in the Nongoma area are:

- (a) Annual Royal Reed Dance: uMkhosi woMhlanga;
- (b) Ceza Mountain: The stronghold of King Dinuzulu and his supporters during the uSuthu Rebellion of 1888;
- (c) Ngome Marian Shrine: A Catholic nun based at Benedictine Hospital in Nongoma claimed to have 10 visions of Mother Mary between 1955 – 1971 and on visiting Ngome believed that this was the holy site referred to in the visions;
- (d) Ntendeka Wilderness Area in the Ngome State Forest: The forest is a 5 230 ha reserve of indigenous high forest, exceptionally rich in plant life that exhibits strong tropical elements unusual for an area far from the sea;

- (e) Mona Market: A unique monthly market with a focus on traditional medicine and Nguni cattle sale;
- (f) Nongoma Town: Viewed as the Royal capital of Zululand due to the fact that the Zulu King resides here and today one of the busiest towns in rural KwaZulu-Natal;
- (g) Thangami Hot Springs: Offering accommodation, a restaurant, can conference facilities which overlook the Black Mfolozi River.

### **8.3. Agricultural Development**

According to the IDP (2010) the economic base of the Nongoma Municipality is agriculture. There is an evident need therefore to develop this sector from a household livelihood point of view and from an economic/commercial agricultural point of view. The need to establish and develop small-scale agricultural projects in the municipal area is also important and is noted as one of the priorities of the KZN Dept of Agriculture and Environmental Affairs as well as the National Department of Land Affairs and Agriculture. The housing programme in collaboration with the Expanded Public Works Programme could also make an important contribution to the expansion and broadening of the economy.

A key current constraint in future planning for the agricultural sector in Nongoma is the lack of information relating to this sector in Nongoma. The primary reason for this is that agricultural activity in Nongoma is primarily of a subsistence or small-holder nature and formal production activities and markets do not exist. The entire municipality consists of communal settlement and a mixture of farming takes place by small holders with cattle and goats being the most important enterprises. The region consists mainly of valley bushveld, so the agricultural potential is low unless irrigation is available. The results of a GIS assessment of agricultural potential undertaken as part of the Zululand District Municipality Siyaphambili LED Programme are reflected in the map overleaf. The GIS assessment aimed to identify the most appropriate areas for agricultural activity considering a number of factors including:

- Distance from markets: Specifically considering the short shelf life of crops and therefore distances from markets.
- Frost risk areas: Areas where crops may be susceptible to frost. Environmental Buffers: Generally strips of land surrounding key nature conservation areas.



- This can be used for grazing, but large scale mono-cropping is not recommended. River Irrigation Potential: Areas on low lying land bordering on major rivers that are easily irrigated.
- Potential Forestry (based on BRU MAP): Areas with rainfall greater than 800mm p.a.
- Dry land Cropping: Areas with rainfall of greater than 800mm p.a are good for most crops and grazing lands.
- Small scale cropping: Areas where the rainfall is between 700 to 800 mm p.a. Good cropping potential and grazing.
- Severe Limitations to cropping: Areas covered by thick bush, high cost of clearing the land.
- Major Limitations to cropping: Limited Rainfall / areas of low rainfall – may not sustain dry cropping.

Some of the key challenges for agricultural development in the Nongoma Municipality include:

- (i) Lack of access to finance for the establishment of new projects;
- (ii) Lack of access to resources for the establishment of effective farming units (i.e. the provision of basic infrastructure);
- (iii) The absence of appropriate marketing support and the inability to market produce locally;
- (iv) The move from a subsistence orientation for agriculture to a commercial orientation;
- (v) The level of extension support provided to small farmers by the various government institutions involved;
- (vi) Access to land remains a challenge in traditional settlement areas with no forward plan having been done to conserve high value agricultural land.

#### **8.4. Business sector development**

Nongoma town is the only urban centre within the Nongoma Municipality and offers the approximately 230,000 residents of Nongoma access to a wide range of commercial, retail, government and social services. As a result of the substantial population catchment of Nongoma town the businesses in the town has over the past two to three decades continued to expand with the newest addition to the town being the Checkers Centre that became operational in 2009.

The town, being located on a ridge, is now “bursting at its seams” and requires urgent intervention in terms of traffic and user management, as well as the provision of infrastructure. Without the necessary intervention growth of the town will be severely constrained. The Neighbourhood

Development Grant has made funding available for such a process and implementation of the plan is currently receiving attention.

The rural landscape of the Nongoma Municipality is characterised by rural settlements of various densities. Nongoma town is, however, home to a range of public sector and formal and informal commercial sector activities accessed by the residents of rural areas. Limited commercial facilities are available outside of Nongoma town, requiring residents to travel substantial distances to access retail centres, commercial activities and social services.

Based on Stratplan 2010 survey, there are roughly 114 formal businesses in Nongoma. The following table categorises these businesses on the basis of the Standard Industrial Classification codes.

Number of businesses in Nongoma

SIC Code Level One Classification	Number of businesses	Percentage of business
Wholesale and retail Trade; Repair of Motor Vehicles, Motor Cycles and personal & household goods, Hotels and Restaurants.	62	54%
Financial intermediation, insurance, Real Estate and Business Service	35	31%
Community, Social and personal services	14	12%
Construction	2	2%
Transport, Storage and Communication	1	1%
Total	114	100%

Source: Strat Plan 2010

From the above categorisation it is evident that there are no businesses listed with a focus on manufacturing and agriculture. This does not, however, imply that such businesses does not exist, but rather that they are of a more informal nature. The majority of businesses in Nongoma can however be described as tertiary sector businesses that sell goods or services to the vast population of the Municipality. The table below provide a more detailed breakdown of this business activity confirming the overwhelming dominance of the retail sector businesses.

#### Breakdown of businesses in Nongoma

SIC Code Level Two Classification	Number of businesses	Percentage of business
General retail	47	41%
Other Business Activities	17	15%
Financial Institutions	13	11%
Health and Social Work	9	8%
Motor Vehicles related	7	6%
Hotels and Restaurants	5	4%
Wholesale	3	3%
Personal Services	3	3%
Computer and related services	3	3%
Property related	2	2%
Construction	2	2%
Post and Telecoms	1	1%
Entertainment	1	1%
Membership organizations	1	1%
Total	114	100%

Source: Strat Plan 2010

#### 8.5. Business Development Opportunities

Based on the assessment of economic activity undertaken, and based on the fact that the upgrading of the Nongoma CBD is now underway, it is suggested that the key opportunity that exists relating to the business sector is the decentralisation of business sector activity in an attempt to establish commercial services closer to the people residing in rural settlements. Key to this activity will also be to improve local income circulation in the Nongoma Municipality in general, but the rural areas specifically. In this regard the spatial development framework of the Nongoma Municipality is aimed at facilitating equitable spatial development. The implementation of the guidelines as reflected in the Spatial Development Framework is, therefore, key to the identification and prioritisation of investment opportunities. In terms of the Spatial Development Framework the focus of Nongoma Municipality is on an “urban regeneration strategy” focussing on the nodes as reflected in the Table below.

### Investment Nodes in Nongoma

Category of Node	Area	Ward
Primary investment Nodes	Nongoma	Ward 19
Secondary Investment Nodes	Vulamlomo	Ward 1
	Njobo Njobo	Ward 5
	Lindizwe	Ward 9
	Kwa Musi	Ward 14
Tertiary Investment Nodes	Esiphambeneni	Ward 6
	Mvulazi	Ward 8
	Kwelibomvu	Ward 10
	Buxedene	Ward 8
	Majomela	Ward 17

Source: 2010 LED review

### 8.6. Investment initiatives

Nongoma municipality has established an investment strategy which intends to provide a basic tool to facilitate increased investment flows to the Municipality. This should include increased investment flows from the public, private and nongovernmental sector.

Specific goals that the Investment Strategy then aims to achieve are to:

- (a) Raise the awareness of stakeholders of Nongoma as an investment destination;
- (b) Increase the levels of public and private sector investment in social, infrastructure and economic development initiatives; and
- (c) Guide the investment in Nongoma to align to the strategic planning of the municipality.

In line with the above objective and goals the Nongoma Municipality has identified specific strategies to be adopted for facilitating investment. The investment promotion strategies include:

- (i) Compiling relevant investment information and distributing this to stakeholders;
- (ii) Creating an institutional environment conducive to attracting new investment;
- (iii) Infrastructure development to facilitate investment;
- (iv) Pro-actively marketing the Nongoma Municipality with potential investors; and
- (v) Developing clear strategies for the development of each development sector.

## 8.7. SWOT ANALYSIS: NONGOMA ECONOMY

<b>Strengths</b> <ul style="list-style-type: none"> <li>• Cultural diversity and heritage</li> <li>• Low industrial base means that the natural environment has not been damaged</li> <li>• Availability of demand thus businesses can easily thrive</li> </ul>	<b>Weaknesses</b> <ul style="list-style-type: none"> <li>• Poor infrastructure and quality,</li> <li>• Limited skills level</li> <li>• Limited industrial base to harness benefits of value added production for sale outside of the town</li> <li>• Lack of investment incentives</li> <li>• Poor stakeholder coordination</li> <li>• Inability to create jobs</li> </ul>
<b>Opportunities</b> <ul style="list-style-type: none"> <li>• Job creation, direct and through complimentary tourism services</li> <li>• Opportunity to align new industrial opportunities with other labour intensive employment schemes</li> <li>• Possibilities for organic farming</li> <li>• Road infrastructure upgrade planned, potential to engage a waste management and recycling facility.</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>• Skills shortage, underdevelopment agglomeration economic in complimentary/ support services for tourism.</li> <li>• Low incentives for investment, limited local natural input resources</li> <li>• Global competition, informal traders not catered for.</li> <li>• Water scarcity, land ownership farming skills shortage</li> <li>• Land invasion and illegal development</li> <li>• Threat of HIV/ Aids</li> </ul>

## 8.8. LED PLAN

In 2006 Nongoma municipality prepared the LED plan and was then reviewed during the 2010/11, this was effected for in order to update local economic strategies and projects thereon. The municipality has prepared an LED plan for 2010/11 although it is still in the draft format. Greater alignment has occurred between this plan and the 2010/11 IDP than had occurred in previous IDP's. However the municipality will soon be finalising its 2010 LED plan review which will also be aligned with the 2010/2011 IDP.

Reports focusing on economic development in Nongoma provide a fairly comprehensive overview on the structure of the Nongoma economy. These discussions essentially illustrate three characteristics of the Nongoma economy, viz.

- High dependence on two sectors: The Nongoma economy is nearly totally dependent on the government services and retail / commercial sector with these sectors contributing close to 75% of the GDP of the municipality (see Figure 5.1). Considering the mining contributes 10% this suggests that the contribution of the agricultural and manufacturing sectors specifically are negligible.
- Limited contribution to regional economy: The Nongoma economy makes a limited contribution to the KwaZulu-Natal and Zululand District economies (see Table 5.1).

- Limited extent of the Nongoma economy: The economy of Nongoma is small and indicators and trends are therefore of limited value (see Table 5.1).

The strategy is intended to kick-start the development of the Nongoma economy with a specific view to enhance income circulation, through a series of strategic interventions. It therefore provides an overview of more recent policies and strategies impacting on economic development and presents an update of the economic development status quo in the municipality. Based on this a strategy for the implementation of local economic development in Nongoma is presented.

The 2010/11 LED is guided by the following approaches:

**Approach 1:** Obtaining information that will add to the practical nature of the LED Review

**Approach 2:** Attempting to be strategic in the approach instead of comprehensive

**Approach 3:** Working towards reducing the focus on projects located in Nongoma town

**Approach 4:** Focussing on detailing specific projects

**Approach 5:** Placing less emphasis on institutional development, but working towards the development of a system supporting local economic development throughout the Municipality

The LED strategy carefully assessed the key economic sectors of the area including, tourism, agriculture, business sector, informal trading sector, mining sector, manufacturing sector, infrastructure and housing as well as social and government services.

#### (i) Nongoma LED strategies

The following strategies are therefore identified in the LED plan to include;

<b>STRATEGY 1:</b> FACILITATE AND MONITOR THE IMPLEMENTATION OF KEY INFRASTRUCTURE PROJECTS.
<b>STRATEGY 2:</b> IDENTIFY AND PROMOTE THE NONGOMA TOURISM PRODUCT THROUGH COOPERATION WITH THE PRIVATE SECTOR.
<b>STRATEGY 3:</b> PREPARE AND IMPLEMENT AN AGRICULTURAL STRATEGY
<b>STRATEGY 4:</b> IMPLEMENT THE CBD REVITALISATION PROGRAMME OF THE NONGOMA MUNICIPALITY
<b>STRATEGY 5:</b> ASSESS AND SUPPORT THE INFORMAL (MANUFACTURING) SECTOR.
<b>STRATEGY 6:</b> DEVELOP AND IMPLEMENT A COMPREHENSIVE SETTLEMENT SERVICE SYSTEM.

#### (ii) LED Projects

- The section of the R66 between Nongoma and Phongolo;
- The section of the R618 between Nongoma and Vryheid;
- The bypass road for Nongoma Town; and
- Potential linkages from Nongoma to the south to link with the P700 Corridor.
- Identifying, documenting, assessing and promoting the various tourism products on offer in the Municipality (Tourism plan);
- Effective training of municipal staff in supporting tourists and promoting the various products;

- Prioritising interventions and accessing funding for implementation relating to the various tourism products
- Re-establish effective cooperation between the municipality and the private sector in developing the tourism sector in the municipality.
- Feasibility study on the construction of the museum linked to the KwaNdunu battlefield.
- Through the development and implementation of the agricultural plan the following should be addressed:
  - Production opportunities in Nongoma;
  - Institutional capacity requirements for supporting the development of the agricultural sector;
  - Opportunities for the distribution and marketing of local produce;
  - Agricultural infrastructure requirements; and
  - Opportunities for agri-processing.
- Develop and implement the SMME development plan.
- Developing industrial space and infrastructure from where small businesses can operate, establishing an industrial incubator, providing business development support, reviewing government procurement processes in Nongoma and others.

## B9. INSTITUTIONAL ANALYSIS

### 9.1. INTRODUCTION

Nongoma is just like all other local government sphere, it has two types of management that is assigned to ensure service delivery and strengthening of democracy i.e. the Administrative (led by the Municipal Manager) and Political (led by the Mayor).

### 9.2. ADMINISTRATIVE / STAFF COMPONENT

The Nongoma municipality has a total staff component of 196 employees who are employed, and about 20 employees are on contract.

The following table indicates the administrative departments within Nongoma municipality and also highlights the responsibilities thereof.

**Table : Municipal Directorates**

DIRECTORATE	DIRECTOR RESPONSIBLE	RESPONSIBILITIES
Office of the MM	Municipal Manager	IDP, PMS, Monitoring & Evaluation, Co operate governance
Corporate Services	HOD Corporate Services	Administration, Human Resources & Registry
Financial Services	Chief Financial Officer	Budget, Income, Expenditure & Supply Chain Management
Technical Services	HOD Technical Services	Water, Sanitation, Roads & Electricity (Infrastructural Development)
Community Services	HOD Community Services	Solid waste, Social Welfare, HIV Aids, Youth, Sports, Communications & Housing
Planning & Development	HOD Planning & Development	Land Use Management, LED & Tourism & Environmental Management
Protection Services	HOD Protection Services	Traffic Management, Safety (Disaster Management) & Security

The Nongoma municipality has finalised the 2012/13 Organogram, it has been adopted by Council. The Organogram is attached in Section K14, it shows the current filled and vacant positions within the municipal institution.

### 9.3. NONGOMA COMMITTEES

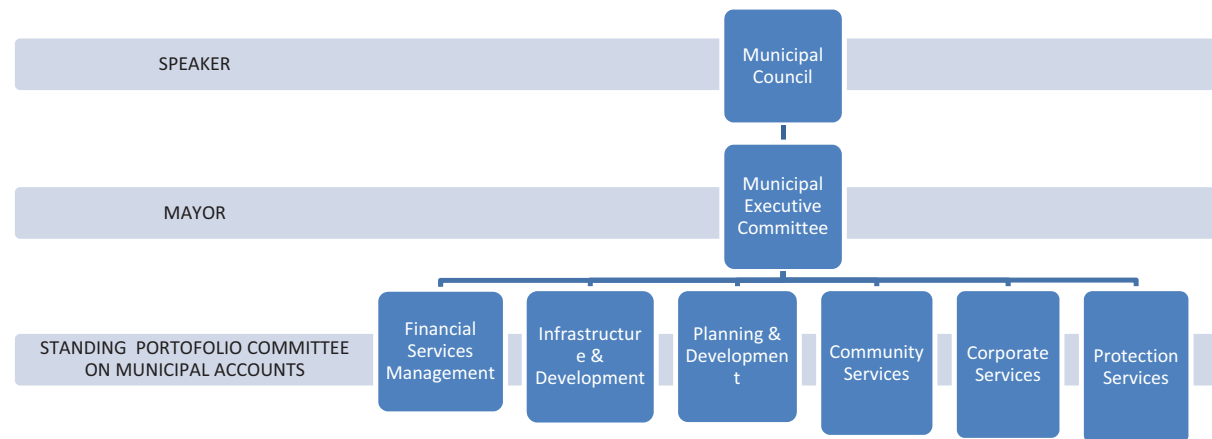
Nongoma has developed the various committees with the intension to address the challenges as identified through the key performance areas. The other reason for the establishment of the



committees is to ensure that good governance and participation is achieved in a way that promotes the implementation of democracy in South Africa.

## (i) PORTFOLIO COMMITTEES

The following structure will represent how the hierarchy and reporting of the Portfolio committees is like in Nongoma municipality.



Portfolio Committee Name	Functions / Responsibilities
Financial Services Management	Budget, Income, Expenditure & Supply Chain Management
Infrastructure Development	Infrastructural Reports (Electricity, Water & etc)
Planning & Development	Land Use Management, LED & Tourism, Environmental management
Community Services	Special Groups Programmes & Community Services
Corporate Services	Institutional Issues (WSP, EEP & Etc)
Protection Services	Traffic Management, Safety (Disaster Management) & Security

The Portfolio committee chairpersons are the Councillors whom directly represent the interests of the constituents. The above portfolio committees are functional.

## (ii) WARD COMMITTEES

Ward Committees have also been established and are indeed functional, currently they have undergone the induction workshop and in the following financial year more workshops are set for the committee members. There have been a couple of meetings that have taken place in order to ensure that there is communication between the ward committees, communities and the municipality during September and December 2011. It can be mentioned without hesitation that communities participated effectively in the formulation of the municipal 5 year strategic document for the 2012/13 to 2016/17 IDP. The Chairpersons for ward committees are the ward councillor

**(iii) PERFORMANCE AUDIT COMMITTEE**

Nongoma municipality has established the Performance Audit Committee and it is functional. The committee is responsible for ensuring that legal mandate is attained, it also oversee all issues that are pertaining to performance auditing.

**(iv) INTERNAL AUDIT COMMITTEE**

The Internal Audit Committee is in place and is functional. This committee is responsible for the assessment and auditing of municipal performance and budget expenditure and income.

**9.4. EMPLOYMENT EQUITY**

In accordance with the Employment Equity Act (55 of 1998), the municipality has developed and implemented an Employment Equity Plan. The following table summarises the demographic profile of employees.

Demographic Profile of Employees

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I		A	C	I	W	Male	Female	
Top management	28	0	0	01	09	0	0	0	0	0	38
Senior management	06	0	0	0	1	0	0	0	0	0	07

Professionally qualified and experienced specialists and mid-management	06	0	0	0	04	0	0	0	0	0	10
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	08	0	0	0	05	0	0	0	0	0	13
Semi-skilled and discretionary decision making	14	0	0	0	09	0	0	0	0	0	23
Unskilled and defined decision making	15	0	0	0	24	0	0	0	0	0	39
<b>TOTAL PERMANENT</b>	77	0	0	1	52	0	0	0	0	0	130
Temporary employees	22	0	0	0	12	0	0	0	0	0	34
<b>GRAND TOTAL</b>	99	0	0	1	64	0	0	0	0	0	164

## 9.5. SKILLS DEVELOPMENT

The employment equity guidelines form an integral part of planning for training as reflected in the Skills Development Act. The municipality annually reviews its Workplace Skills Development Plan. The municipality is registered with the Local Government Sector Education Training Authority (LGSETA) and skills training relating to the municipality's core business has been carried out

## 9.6. MUNICIPAL HUMAN RESOURCE STRATEGIES

The municipality has developed a number of policies that deal with human resources (HR) which are summarised below:

1. Recruitment and selection
2. Promotion of employees
3. Employment of family members
4. Employment of ex-municipal employees
5. Demotion of employment
6. Private work
7. Vacation leave
8. Dress code
9. Payment of subscriptions to professional institutions

10. Long service
11. Confidentiality of information
12. Declaration of interest
13. Compensation from non municipal source
14. Provision of cellular phones
15. Remuneration/ salary
16. Annual bonus
17. Overtime
18. Allowances and reimbursive tariffs
19. Personnel accommodation scheme
20. HIV/AIDS
21. Performance appraisal
22. Educational assistance
23. Training
24. Sexual harassment
25. Disciplinary procedure
26. Grievance procedure
27. Performance management

## **9.7. INTERGOVERNMENTAL RELATIONS STRUCTURES**

### **(i) THE ZDM'S IGR FORUM**

In accordance with the Intergovernmental Relations Framework Act (13 of 2005), the ZDM has established an IGR Forum in which the Nongoma municipality participates.

### **(ii) SERVICE PROVIDER'S FORUM**

The Nongoma municipality participates in the ZDM's Service Provider's Forum which offers a platform for municipalities to engage service providers with regards to service provision matters.

### **(iii) ZDM'S PLANNING COORDINATION FORUM**

The ZDM has established a planning forum where planners from the ZDM and the LM's in the ZDM can engage each other on IDP and IDP- related issues thereby ensuring alignment.

## 9.8. POWERS AND FUNCTIONS

The powers and functions of the Nongoma municipality are summarised in the following table below as prescribed in the Municipal Structures Act:

Function	Responsible Body <sup>1</sup>
Air Pollution	Local Municipality/ External Service Provider
Building Regulations	Local Municipality
Child Care Facilities	Local Municipality
Electricity reticulation	District Municipality
Fire Fighting	District Municipality/ Local Municipality
Local Tourism	District Municipality/ Local Municipality
Municipal Airports	District Municipality/ Local Municipality
Municipal Planning	District Municipality/ Local Municipality
Municipal Health	District Municipality
Municipal Public Transport	Local Municipality
Stormwater management	Local Municipality
Trading Regulation (Formal & Informal)	Local Municipality
Water and Sanitation	District Municipality
Beaches and amenities	N/A
Billboards, display of advertisements in public places	Local Municipality
Cemeteries; funeral parlours and crematorium	Local Municipality
Control of public nuisance	Local Municipality
Control of undertakings selling liquor to public	Local Municipality
Facilities for accommodation, care and burial of animals	Local Municipality
Fencing and fences	Local Municipality
Licensing of dogs	Local Municipality
Licensing and control of undertakings that sell food to the public	N/A

<sup>1</sup> [http://www.demarcation.org.za/powers\\_functions2005](http://www.demarcation.org.za/powers_functions2005)

Function	Responsible Body <sup>1</sup>
Local amenities	Local Municipality
Markets	Local Municipality
Municipal abattoirs	District Municipality
Municipal Parks and Recreation	Local Municipality
Municipal Roads	Local Municipality
Noise Pollution	Local Municipality
Pounds	Local Municipality
Public Places	Local Municipality
Refuse removal, refuse dump and solid waste disposal	District Municipality/ Local Municipality
Street Trading	Local Municipality
Traffic and Parking	Local Municipality

## 9.9. TRADITIONAL AUTHORITIES

The Nongoma municipality has a good relationship with the Tribal Authorities within its boundaries. Amakhosi participate in the IDP RF and there are regular meetings with them as and when the need arises.

## SECTION C: STRATEGIES & OBJECTIVES

### C1. INTRODUCTION:

The strategic framework will address the objectives and strategies of the municipality that it needs to achieve in a specific time frame to address key issues identified. The objectives and strategies of the municipality must be in line with the International, National and Provincial guidelines.

### C2. THE MILLENNIUM DEVELOPMENT GOALS

The Nongoma is in full support of the Millennium goals, all the service delivery tasks that have been delivered and will continue to be delivered by Nongoma in order to meet the international goals. It is now clear that even though the municipal programmes are in place, it's currently not possible to reach or attain the millennium goals set for 2015.

The Millennium Development Goals summarize the development goals agreed on at international conferences and world summits during the 1990s. At the end of the decade, world leaders distilled the key goals and targets in the Millennium Declaration (September 2000). The Millennium Development Goals, to be achieved between 1990 and 2015, are:

**Millennium Development Goals**

MILLENNIUM DEVELOPMENT GOALS	TARGETS
Halving extreme poverty and hunger	Target for 2015: Halve the proportion of people living on less than a dollar a day and those who suffer from hunger.
Achieving universal primary education	Target for 2015: Ensure that all boys and girls complete primary school.
Promoting gender equality	Targets for 2005 and 2015: Eliminate gender disparities in primary and secondary education preferably by 2005, and at all levels by 2015. Two-thirds of illiterates are women, and the rate of employment among women is two-thirds that of men. The proportion of seats in parliaments held by women is increasing, reaching about one third in Argentina, Mozambique and South Africa.
Reducing under-five mortality by two-thirds	Target for 2015: Reduce by two thirds the mortality rate among children under five. Every year nearly 11 million young children die before their fifth birthday, mainly from preventable illnesses, but that number is down from 15 million in

	1980.
Reducing maternal mortality by three-quarters	Target for 2015: Reduce by three-quarters the ratio of women dying in childbirth.  In the developing world, the risk of dying in childbirth is one in 48, but virtually all countries now have safe motherhood programmes
Reversing the spread of HIV/AIDS, malaria and TB	Target for 2015: Halt and begin to reverse the spread of HIV/AIDS and the incidence of malaria and other major diseases. In order to meet this goal, the municipality is addressing the issue through social policies.
Ensuring environmental sustainability	<ul style="list-style-type: none"> <li>• Target for 2015: Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources.</li> <li>• By 2015, reduce by half the proportion of people without access to safe drinking water.</li> <li>• By 2020 achieve significant improvement in the lives of at least 100 million slum dwellers.</li> </ul>

### C3. NATIONAL AND PROVINCIAL GUIDELINES

#### 3.1. NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

In endeavouring to achieve the national development vision of a truly united, non-racial, non-sexist and democratic society and in giving effect to the national growth and development objectives, it is inevitable that, due to resource constraints, government will have to make hard choices regarding the allocation of resources between different localities, programmes, spheres and sectors. Policies and principles are some of the tools available to government to provide guidance and direction to those having to make these kinds of difficult decisions in such a way that they do not contradict each other.

The National Spatial Development Perspective (NSDP) describes the national spatial development vision of government and the normative principles that underpin this vision. The vision and principles serve as a guide for meeting government's objectives of economic growth, employment creation, sustainable service delivery, poverty alleviation and the eradication of historic inequities including spatial distortions.

Government's national spatial development vision is:

*South Africa will become a nation in which investment in infrastructure and development programmes support government's growth and development objectives:*

- *By focusing economic growth and employment creation in areas where this is most effective and sustainable;*
- *Supporting restructuring where feasible to ensure greater competitiveness;*
- *Fostering development on the basis of local potential; and*
- *Ensuring that development institutions are able to provide basic needs throughout the country*

The basic principles of the NSDP underpinning this vision are:



- Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), should therefore be focused on localities of economic growth and/or economic potential in order to attract Private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence. This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities.
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.

The NSDP principles should play an important role in the respective development plans of local and provincial government, namely; Integrated Development Plans (IDP) and Provincial Growth and Development Strategies (PGDS) and are intended to improve the functioning of the state principally to assist government in dealing with the challenges arising from the need to grow the economy and halving unemployment and the social transition.

### **3.2. THE KWAZULU NATAL PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)**

The PGDS has been developed to enhance service delivery. The PGDS is currently under review and is being coordinated through the KZN office of the Premier and nationally, each province is undertaking a similar review. The PGDS offers a tool through which national government can direct and articulate its strategy and similarly, for local government to reflect the necessary human, financial and fiscal support it needs to achieve these outcomes. It also facilitates proper coordination between different spheres of government and aims to prevent provincial departments from acting without the inputs from local government. It enables intergovernmental alignment and guides activities of various role players and agencies (ie. Provincial Sector Departments, Parastatals, District and local municipalities).

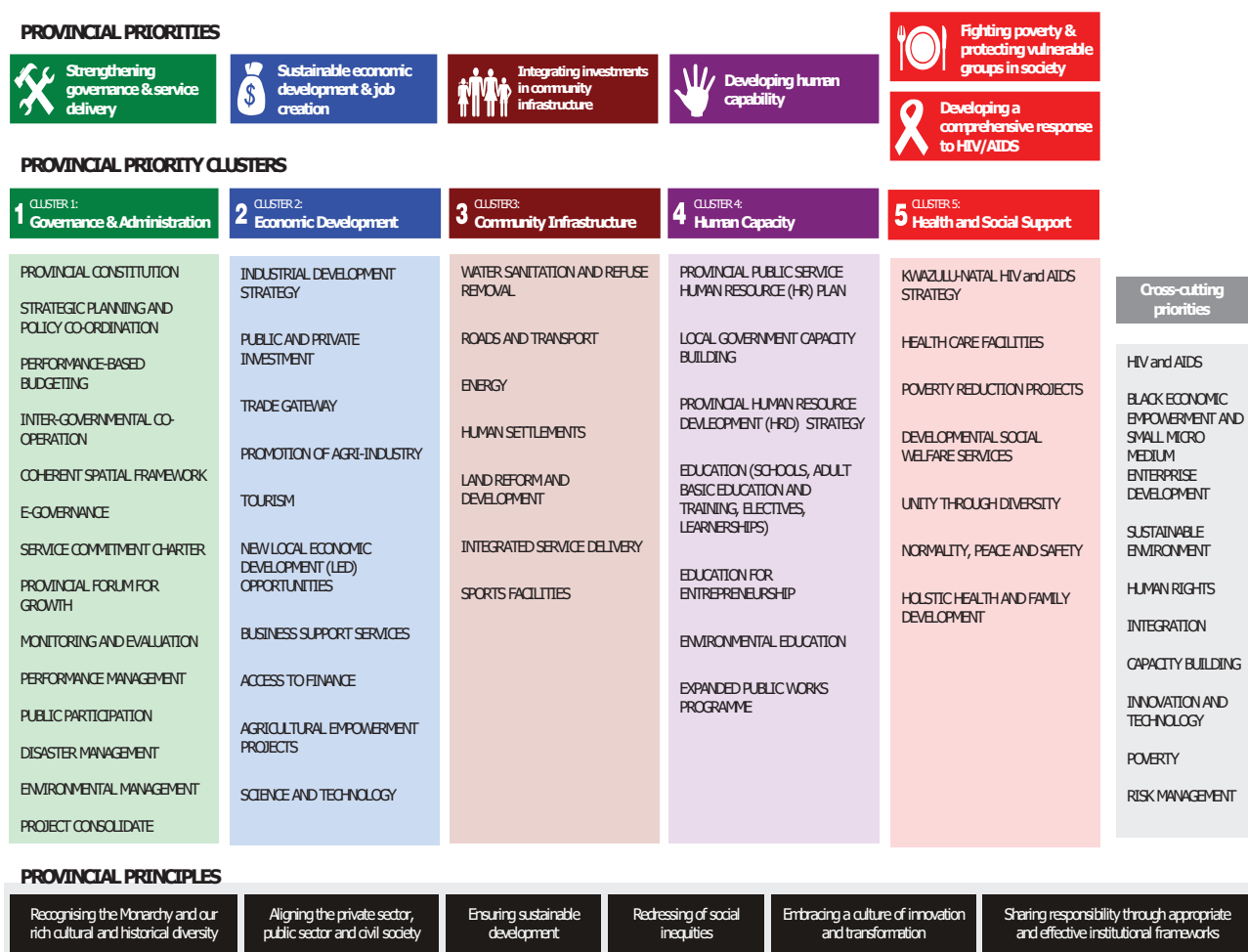
Like the IDP process, the PGDS develops a Vision, Mission and strategies. Of key importance to the Municipal IDPs, however, are Provincial Priorities. The Provincial Priorities drive the PGDS programmes, and are derived from the key developmental challenges related to economic and social needs of the province.

The provincial priorities are as follows:

- Strengthening governance and service delivery;
- Sustainable economic development and job creation;
- Integrating investment in community infrastructure;
- Developing human capabilities;
- Developing a comprehensive response to HIV/Aids; and
- Fighting poverty and protecting vulnerable groups in society.

The Provincial Priorities and Priority Clusters are summarised below:

**Figure 8:** Summary of the Provincial Growth and Development Strategy.



### 3.3. OUTCOME 9

Outcome 9 relates to local government and is defined as: “A Responsive, accountable, effective and efficient local government system”. There are 7 outputs that need to be reported on in order to meet the requirements of Outcome 9. The 7 outputs are as follows:

- Output 1: Implement a Differentiated Approach to Municipal Financing, Planning and Support
- Output 2: Improve Access to Basic Services
- Output 3: Implement the Community Work Programme and Cooperatives Supported
- Output 4: Actions Supportive of Human Settlement Outcomes

- Output 5: Deepen Democracy through a Refined Ward Committee Model
- Output 6: Improve Municipal Financial and Administrative Capability
- Output 7: Single Window of Coordination

The strategies and projects for the municipality have been aligned with the key national and provincial documents: the Seven Outputs found in the Outcome 9. TheNongoma (local) Key Performance areas are aiming at ensuring that both the International goals and National goals are aligned into the IDP in order to ensure that the point of departure and destination are the same and aligned .

## **C4. VISION, MISSION, VALUES, OBJECTIVES & STRATEGIES**

### **4.1. VISION**

Nongoma Local Municipality envisages being a responsive, effective and efficient municipality that provides best and sustainable services as needed by its community.

### **4.2. MISSION**

Nongoma Local Municipality exists to create a conducive organisational and institutional environment that is able to provide sustainable basic services, economic development and social welfare in partnership with its communities.

### **4.3. VALUES**

“As the Nongoma Municipality councillors, we have a passion for Excellence. We strive to anticipate, meet, and exceed the needs of our Community and stakeholders. The Municipality recognizes that it is the *Batho Pele* (People First) that makes things happen, and the Council would strive to work towards others’ growth and development. It will also always strive for relevance, finding solutions to real needs, and making a difference.

The Council believes that the Nongoma Municipality has the capacity to contribute to economic growth, development, and activity and to positively touch the lives of its entire people.

These values are thus to re- formulate the Nongoma Local Municipality to modify the way it does service delivery. We believe that the actual actions to achieve this will result in total formulation of the development strategy”.

#### 4.4. DEVELOPMENT STRATEGIES

##### 4.4.1. IDP OBJECTIVES & STRATEGIES

This year's IDP Objectives & Strategies have been aligned with the five national KPA's as follows:

KPA	OBJECTIVE	STRATEGY
INFRASTRUCTURE & SERVICE DEVELOPMENT	1.To reduce infrastructural backlogs	1.1.To construct & maintain local municipal access roads
		1.2.To facilitate the provision of infrastructural services such as water, sanitation, housing & electricity
	2.To facilitate the provision of electricity to Nongoma Households	2.1.To fast track the provision of basic level of electricity
		2.2.To provide communities with free basis electricity (FBE)
	3.To increase the number of communities with access to formal housing	3.1.To review and implement the municipal housing sector plan as and when necessary
	4.To expand the provision of municipal services to all households in Nongoma in terms of national standards	4.1.To maintain roads as per maintenance budget within the financial year
		4.2. To ensure that waste is collected from the household within Nongoma Town
	5.To promote access to community facilities	5.1.To provide, manage and maintain Council facilities i.e. halls, waste landfill, cemetery, creche, sport & recreational
		5.2.To deliver effective, efficient and sustainable library service in accordance with the needs of the community
	6.To provide efficient and effective building control services	6.1.To maintain all Council buildings within budget
		6.2.To protect property and life against fire damage

<b>MUNICIPAL TRANSFORMATION &amp; INSTITUTIONAL DEVELOPMENT</b>	7.To create a viable and sustainable work environment	7.1.To develop, manage, review and implement the Human Resource Strategies
		7.2.To implement the Employment Equity Plan of the municipality
		7.3.To annually prepare and implement the Nongoma Works Skills Plan (WSP)
		7.4.To develop, review and implement municipal Organogram (fill key vacant posts)
		7.5.To develop, Review & Implement Performance Management System (PMS)
<b>FINANCIAL VIABILITY &amp; FINANCIAL MANAGEMENT</b>	8.To be financially viable by increasing revenue and reducing debts	8.1.To manage finances in line with the required legislation(MFMA)
		8.2.To develop, review and implement municipal Financial Strategies
		8.3.To ensure regular update of indigent register
		8.4.To annually prepare the municipal Budget, SDBIP & Annual Financial Statements within the prescribed timeframes

GOOD GOVERNANCE & COMMUNITY PARTICIPATION	9.Promote sound external and internal communication	9.1.The preparation of an IDP within the prescribed legal guidelines.
		9.2.To develop & implement municipal communication strategy
		9.3.To facilitate effective community participation as promulgated in terms of chapter 4 of the MSA no27 of 2000
		9.4.To facilitate and participate in the Intergovernmental Relations Forum (IGRF)
		9.5.To ensure that the interests / programme of the special groups are facilitated and supported by the Community Services Portfolio Committee
		9.6.To ensure effective Municipal structures i.e. Council, EXCO , Portfolio , Ward & Performance Audit Committees
	10.To reduce the occurrence & impact of HIV to communities	10.1.To implement the HIV / AIDS programmes
	11.To promote access to information and accountability	11.1.To ensure regular update of the municipal website
		11.2.To ensure annual report is in place
LOCAL ECONOMIC DEVELOPMENT	12.To promote LED in the Municipality and create economic opportunities	12.1.To implement municipal LED strategy
		12.2.To facilitate poverty alleviation programmes
		12.3.To implement strategies in line with the development of local SMME's
		12.4.To promote investment attraction through the review & implementation of the municipal Spatial Development Framework
		12.5.To establish partnership with LED institutions

	13.To ensure environmental sustainability and proper land use management	13.1 To ensure that SDF & LUMS are in place
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## SECTION D: HIGH LEVEL SDF

### D1. THE SPATIAL DEVELOPMENT FRAMEWORK

#### 1. 1. THE PROVINCIAL CONTEXT

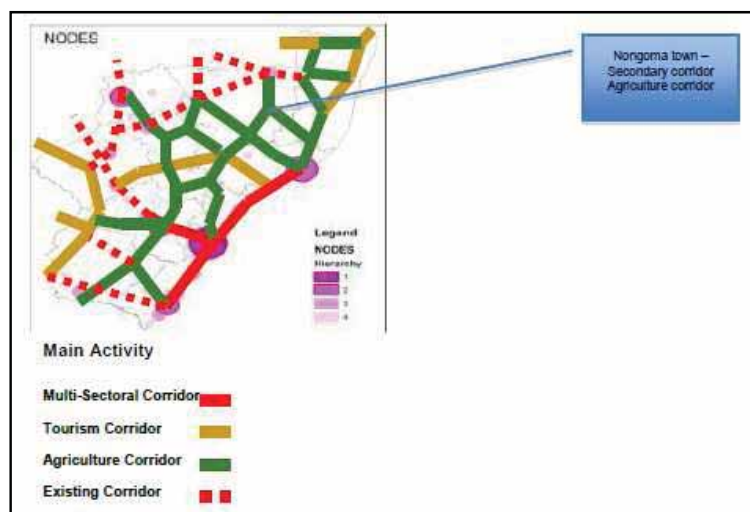
The PSEDP then identifies nodes and corridors that:

- Facilitates increased growth of existing centres & corridors of economic development.
- Ensures that the economic development potential in areas of high poverty levels and densities are realised

The corridors are defined as follows:

- **Primary Corridor (PC):** A corridor with very high economic growth potential within all three sectors which serves areas of high poverty densities; and
- **Secondary Corridor (SC):** A corridor serving areas of high poverty levels with good economic development potential within one or two sectors.

**FIGURE 10:** Nongoma in Relation to PSEDS Corridors



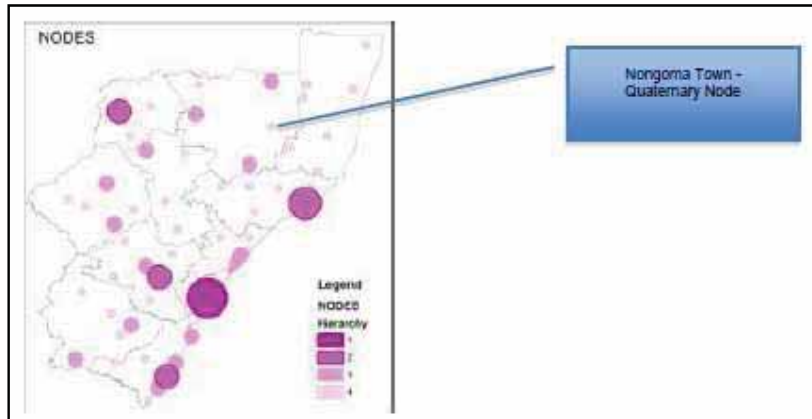
(Source: Urban Econ, 2009)

As can be seen from the figure above depicting the corridors of KZN that the town of Nongoma is situated on one of the Secondary corridors – in fact it is the point at which three separate secondary corridors meet. The main economic activity taking place along these three corridors



is Agriculture. This figure capitulates to the notion that the town is situated in an area of high poverty with development potential in the agriculture sector.

**FIGURE 11:** Nongoma in Relation to PSEDs Nodes



According to the PSEDs map above Nongoma town is defined as a Quaternary node. This implies that this town provides services to the localised economy i.e. Ward 19 in which the town is situated, as well as the immediate surrounding areas. Those areas further away will make use of the Tertiary nodes within the Zululand District.

## **D2. BACKGROUND AND PURPOSE OF THE SDF**

### **2.1. BACKGROUND**

The Nongoma SDF was reviewed during 2010 with funding from the Department of Rural Development and Land Reform. This section reflects a high level summary of the SDF document and should be read in conjunction with the full SDF.

### **2.2. PURPOSE**

The purpose of a Spatial Development Framework is to guide and inform land development, and is strategic in nature and it takes the compatibility of different land uses into account. The SDF, as a Land Use Management Instrument, is to plan, direct and control development and does not provide Statutory Land Use or Zoning Rights. The SDF is also a framework that seeks to guide overall spatial distribution of current and desirable land uses within a municipality, in order to give effect to the vision of the municipal IDP.

The SDF should form part of the existing Land Use Management and Control Processes of the municipality as it will provide the necessary policies in order to ensure the application of the development principles of sustainability, integration, equality, efficiency and fair and good governance in order to create, amongst others, quality of living, investor confidence and more specifically also orderly development.

### 2.3. THE SDF APPROACH

The SDF was guided by the following key principles:

- **Rural Specific:** Considering promoting and developing the rural character of the municipality, while ensuring a coordination between the urban- rural continuum and the interdependencies of the rural economies and the urban and peri- urban centres.
- **Integration:** Using the spatial basis of the study for:
  - The integration of development intention between the municipality and surrounding municipalities including the district;
  - The physical integration of fragmented areas within the municipality towards improved economic inputs and service delivery; and
  - Sectoral integration of various public and private contributors and departments towards coordinated development of individual projects.
- **Strategic Direction:** Providing strategic analysis and direction to the effective utilization of land within the municipality towards social, economic and environmental development while addressing current and historic deficiencies and providing future spatial direction within the context of the unique spatial structure of the municipality.
- **Land Use Management:** Ensuring that the SDF serves as an effective intermediate between the development intentions within the municipality and the practical and responsible management of land uses. Thus providing sufficient intended land use direction to the further development of the land use management system and future planning schemes within the municipality.

### 2.4. DEVELOPMENT CORRIDORS

The major structuring element for determining the existing and future concentration of development, activity and investment in the Nongoma Municipality consists of an access and movement hierarchy that has been established through the major internal and external national and provincial linkages, including the R66 route.

#### 2.4.1. REGIONAL DEVELOPMENT CORRIDOR

The primary transport corridor for Nongoma, as identified by the ZDM, is the R66 which stretches through Nongoma and links Ulundi to Pongola. The primary corridor has a very high economic growth potential within all three sectors, and serves areas of high poverty. This road is only partly surfaced which results in most travelers choosing not to use this route. Public interventions envisaged include:

- Constant inter-governmental communication and coordination relating to the development of the district primary corridor and its impacts on the Nongoma area.
- Developing a localized Corridor Development Strategy which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.

- Tarring of the road between Pongola and Nongoma (R66).

### 2.4.2. SECONDARY CORRIDOR

The secondary corridors identified serve areas of high poverty levels with good economic development potential within one or two sectors. The following secondary transport corridors in the area are:

- R618 linking Nongoma to Vryheid (west);
- R618 linking Nongoma to Hlabisa and the N2 (South- east); and
- Nongoma- Mkhuze and N2 (North- east).

Public interventions envisaged in the area relate to:

- Tarring of roads which will provide transport services access to remote regions, and open up additional economic opportunities. Accessibility is of key importance.
- Developing a localized Corridor Development Strategy which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.
- Ensure multi- modal transport integration occurs along these roads at key points.

### 2.4.3. LINK ROADS

The following routes have been identified as important link roads to ensure secondary access to the Regional Development Corridor:

- **Nongoma- uPhongolo link road:** A section of this road between Nongoma and uPhongolo (about 35 km) needs to be upgraded to blacktop.
- **Nongoma Vryheid link road:** There is a portion of road between Nongoma and Vryheid that requires upgrading to blacktop standard.
- **Ceza R66:** A section of the road needs to be upgraded to blacktop.
- **Nongoma/ Mkuze road:** A section of the road needs to be upgraded to blacktop standard.
- **Nongoma- Ulundi road:** The portion of road between the two towns is tarred, but certain sections of the road need to be upgraded and refurbished.

Public interventions envisaged in this area relate to the upgrading to black- top surfaces of all the link roads to perform the distribution function intended. As these roads are provincial roads, this will imply that the municipality engage with the Department of Transport in order to coordinate the upgrading of these routes.

## 2.5. STANDARDS OF PROVISION OF FACILITIES

The SDF undertook a very thorough analysis of minimum levels of services standards and applied this assessment to the existing levels of services within the municipality. The analysis examined all desirable facilities to be present in urban and rural areas and is based on the guidelines provided by the KZN Provincial Government as published in the “Guidelines for Planning Facilities in KwaZulu- Natal”.

## **2.6. SERVICE CENTRES AND ACTIVITY POINTS**

### **2.6.1. PRIMARY NODE**

The conceptual boundaries of the primary node have been defined within the Nongoma Urban Nodal Regeneration Project funded by the National Treasury through the Neighbourhood Development Partnership Grant (NDPG). The project aims to improve the quality of life while stimulating economic regeneration within the Nongoma node where most commercial activity and social functions are located.

The SDF includes a detailed assessment of the existing facilities in the node as well as those that are planned and proposed.

### **2.6.2. RURAL ACTIVITY POINTS**

Rural activity points identified within Nongoma include the following settlements:

- KwaPhenyane;
- Maphophoma;
- Mahashini; and
- Ngxongwane.

These rural activity points are identified by the existing and (potential future) clustering of primary services and are often located at key intersections of access routes in especially the Traditional Authority Areas. These points serve as the first entry point to service delivery in the rural areas and provide a plausible threshold for the clustering of groups of small and localized businesses thus providing the starting points for the emergence of mixed use activity nodes.

### **2.6.3. RURAL SETTLEMENT CLUSTERS**

A total of 12 rural settlement clusters have been identified through the use of population density data. Public interventions envisaged in these areas relate to:

- Focusing priority rural water and sanitation projects on these areas centres on servicing these communities.
- Maintaining access roads to these areas to at least the current standard (mainly gravel road surfaces).

### **2.6.4. TOURISM NODES**

The SDF identifies the fact that the municipality currently only has one formal tourist destination, namely the Zulu Cultural Learning Centre. Public intervention envisaged in this area relates to:

- The development of an aggressive marketing strategy of tourist attractions in the municipality;
- Marketing and exploitation of traditional Zulu activities including the Zulu Royal Palace, the Mona Market, the Royal Reed Dance, the uMuzi Project including an 18 hole golf course, the Nongoma Lodge, and the Nguni Cattle.
- Making Nongoma more accessible to tourists through road upgrading and tarring.
- Coordination of a regional marketing effort of the District Tourism attractions.

A tourism investment strategy has been drafted and contains a concept framework for the development of the tourism node at the Enyokeni Palace adjacent to the KwaPhenyane Rural Activity Point.

## **B2.7. NONGOMA TOWN REGENERATION AND URBAN DEVELOPMENT STUDY**

### **2.7.1. BACKGROUND**

An urban design framework was prepared for the Nongoma Urban area in 2009. This study seeks to identify strategies to revitalise the CBD and make it function optimally.

**FIGURE 12:** The Nongoma CBd

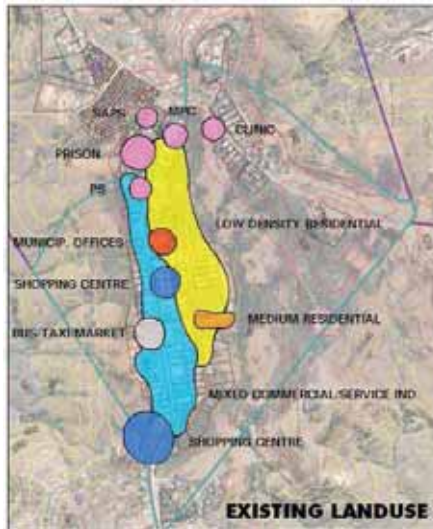


This study was identified through the SDF and seeks to improve the functioning of the major commercial and administrative centre in the municipality.

The following map summarises the

key land uses in the municipality

**FIGURE 13:** Land Use



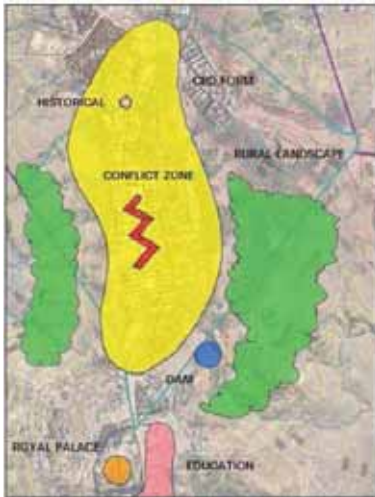
The land use along the main street consists largely of a mixture of various commercial, market and service industry activities interspersed with some administrative functions and few facilities.

The eastern slope of the built-up area consists largely of various forms of substantially low intensity residential development. Areas to the north of the CBD accommodate a mixture of residential, local facilities and service industry, while areas along the main street to the south accommodate major education facilities and Royal facilities.

With the exception of the new shopping centre, the Ithala, Centre, the municipal offices and a new multi-purpose hall, much of the existing development along the main street is of older date and dilapidated. The Nongoma Prison contains some historical buildings.

The residential development on the eastern slopes of the CBD is largely of average quality except for some new apartment development. It is suggested that additional space is required for additional community facilities and other activities to be located within the CBD, that the present main street development needs severe re-planning, upgrading and management and that significant more public and pedestrian space need to be provided.

**FIGURE14:** Unique Development Analysis



The most memorable aspect of the Nongoma CBD is its location within a very specific topographic condition, i.e. its hilltop location and development. This includes both the visual perception of the CBD from surrounding areas as well as along the length of the main street.

A close second aspect is the high level of activity taking place along central portions of the main street, and the related lack of structure and conflict between competing activities. Nongoma is primarily known as the residence of the Zulu King and, while the Royal Residence is located outside the CBD, it is assumed that its relative proximity should have some influence on the town and CBD. The CBD contains some few “historical” buildings and these should be appropriately upgraded, maintained and integrated into the urban development. In overall terms Nongoma is a rural town and the potential redevelopment of the CBD should reflect this.

**FIGURE 15:** Urban Design Concept



This figure summarises the overall design concept for the Nongoma CBD.

## **2.8. SDF IMPLEMENTATION**

Refer to the detailed SDF for the SDF Implementation plan.

## **2.9. THE NONGOMA LAND USE MANAGEMENT SYSTEM**

### **2.9.1. BACKGROUND**

The Nongoma municipality has prepared a Land Use Management System (LUMS) in 2007 for the municipal area which covers the town land areas. The LUMS will be adopted by Council once the enabling legislation in the form of the Planning and Development Act takes effect in April 2010.

The municipality has developed the LUMS for the year 2010/2011 and it is currently a draft document for discussion and adoption by relevant stakeholders. The draft is therefore attached as an annexure to this IDP document. However the following are the summarized contents of the LUMS.



The purpose of this Scheme is to promote the co-ordinated and harmonious development of the Nongoma municipal area in such a way as will most effectively tend to promote health, safety, order, amenity convenience and general welfare, as well as efficiency and economy in the process of development, and the improvement of communications. In furtherance of this purpose, the Nongoma Local Municipality desires to achieve a pattern and distribution of land uses which generally:

- Retain and enhance established residential neighbourhoods, industrial districts, open space and amenities.
- Allow for flexibility and the introduction of compatible uses in residential neighbourhoods. This could be linked to the promotion of tourism in the sub-region by the development of Guesthouses, B&B establishments and other tourist accommodation.
- Allow for flexibility in the commercial zone by permitting a combination of service industrial and commercial uses and retaining existing residential uses. This would serve to diversify the local economy and allow flexibility in the establishment of business, retail and wholesale trade.
- Take cognisance of the nature of the activities in relation to Nongoma's at the heart of the Zulu Kingdom.
- Promote the development and expansion of the varied tourism potential of the area.
- Establish Nongoma as an area with varied opportunities and activities, a stable environment for residences and commercial enterprises, expansion of the job market and enhancement of tourism and the environment.

The legal provisions of the Scheme comprise two main components which operate in tandem, namely:

- A Scheme map depicting "land use zoning", and
- The Scheme Clauses or text containing regulations.

## **2.9.2. IDENTIFIED LAND USE ZONES**

### **(i) AGRICULTURE**

The identification, protection and reservation of land which has agricultural value and that should be optimally utilised in accordance with national and provincial legislation, policy and guidelines related to sustainable development, agricultural production and use or protection of natural resources.

### **(ii) CIVIC AND SOCIAL ZONES**

Provides for buildings to be erected and used for National, Provincial and Municipal administration and services

**(iii) ENVIRONMENTAL SERVICES ZONES**

This zone provides for environmental and recreational services that are essential to the sustainable development of the towns and settlements. These include areas requiring preservation and conservation because they provide ecosystem services, are unique natural landscapes, viewpoints, areas of ecological, historical and/or cultural importance, biodiversity and/or have unique, rare or endangered habitats or species.

**(iv) INDUSTRIAL ZONES**

This represents a general zone to accommodate different industrial uses.

**(v) MIXED USE ZONES**

A zone that allows the development of a range of complementary land uses with varying degrees of mix: retail/commercial/business, services, industrial, administrative, community, educational, environmental and residential opportunities which may include informal trading which, within the use zone, are compatible, and generally do not breach the level of amenity contemplated by the zone.

**(vi) RESIDENTIAL ZONES**

Provides for land and buildings for a variety of housing types, ranging from areas that are almost entirely residential to those areas having a mix of other compatible land uses, where the predominant land use is residential.

**(vii) TRANSPORTATION AND ACCESS**

This zone makes provision for developments and buildings associated with public and private transportation in all its forms, e.g. air, land and sea access into and out of the provincial and national boundaries and includes customs and border control. This zone would include Mode transfer stations/bus and taxi termini, railway stations, airports, and cycle pedestrian ways if these are not accommodated in an open space system. (In some instances it will be necessary to split these into separate zones depending on the need to differentiate controls).

**(viii) OTHER PROVISIONS OF THE LUMS**

The LUMS also provides for the conditions of erecting and using buildings and general use of land as well as the development and use of standards and regulations. It further provides for the off street parking and loading standards.

## SECTION E: SECTOR INVOLVEMENT

### E1. INTRODUCTION

Ideally this section of the report provides an outline of the key issues to be addressed by each sector department, which operates within the Nongoma Municipal Area, its strategies to address these issues and what the expected are within the 5-year IDP term.

Despite the fact that sector department have been invited for the purposes of engagement in the IDP process via District Representative Forum meetings, as well as a Local Representative Forum meeting. Difficulties are continually experienced in accessing sector department spending in the Nongoma Municipality. It is recommended that COGTA intervenes and compels departments to make this information available to municipalities soon after the tabling of the provincial budget in March of each year.

A further Local Representative Forum meeting will be held just before the final IDP is presented to Council for adoption, this will be done in order to ensure that sector departments participate in the IDP processes. Prior to this meeting, sector departments will again be requested to provide its respective 3 to 5-year Development Programmes in order that it may be included in the final IDP Review.

### E2. DEPARTMENT OF MINERALS AND ENERGY (DME) AND ESKOM

#### 2.1. Electrification Projects in Nongoma Municipality

The Integrated National Electrification Programme is done through schedule 6 (done by the municipality with the funding received from DME) and Schedule 7 (done through Eskom). At the moment Nongoma Municipality is delivering schedule 6 programme through Sibgem Engineering and Management cc. Current and proposed electrification projects in Nongoma Municipality are as follows:

Nongoma Electricity Supply through Schedule 6 (Intergrated National Electricity programme[DME])

Ward	Project Name	No of Connections	Year	Status	Budget
Ward 6	KwaMememe phase 1	150	2012/2013	The project has been approved but still at design stage. Construction phase will take place by July 2012	3 million
	Ngqungqu	1449	2014/2015	Proposed	24 million
Ward 12	Sgubudu & Manhlanhla			Proposed	

Nongoma Electricity Supply through Schedule 7 programme (Eskom Projects)

Ward	Project Name	No of Connections	Year	Status	Budget
Ward	Nyokeni/ KwaNsele	835	2012/2013		12,525 000
	SiNkonkonko	854	2012/2013		12,810 000
9	Lindizwe		2012/2013		
2	Ndeme / Kweme		2012/2013		
6	Kwamememe phase 1		2012/2013		
Ward 7	Sinkonko phase 1	1000	2012/2013	The project has been approved but still at design stage. Construction phase will take place by July 2012	17 million
	Jabu		2014/2015	Proposed	13 million
	Nyokeni		2014/2015		
	Sinkonkonko Phase 2		2014/2015	Proposed	
	Ngqungqu	1449	2014/2015	Proposed	24 million

### ELECTRICITY PROJECTS FOR 2012/2013 FINANCIAL YEAR

PROJECT NAME	WARD	BUDGET	DEVELOPMENT STATUS
Sinkonkonko	07	TBD	Planning
Osuthu	15	TBD	Planning
Kohlokolo	14	TBD	Planning
Sigubudu	12	TBD	Planning
Kwa Nkulu	13	TBD	Planning
Lindizwe	9	TBD	Planning

### ELECTRICITY PROJECTS FOR 2013/2014 FINANCIAL YEAR.

PROJECT NAME	WARD	PROJECT TYPE	BUDGET	DEVELOPMENT STATUS
Bombolo	2	Electrification	TBD	Planning
Manyoni	01	Electrification	TBD	Planning
Nzondwane/ Magomba	18	Electrification	TBD	Planning
Kwa Geqa/KoMbuzi	03	Electrification	TBD	Planning

### INFILLS ELECTRICITY PROJECTS

PROJECT NAME	WARD	PROJECT TYPE	BUDGET	DEVELOPMENT STATUS
Mbonjeni	04	Electrification	TBD	Planning
Njampela	04	Electrification	TBD	
Manqeleni	04	Electrification	TBD	
Osingisingini	04	Electrification	TBD	
Nkalaneni	04	Electrification	TBD	
Masundwini	04	Electrification	TBD	
OQothweni	08	Electrification	TBD	
Buxedene	08	Electrification	TBD	
Mvulazi	08	Electrification	TBD	
Bhwkumthetho	08	Electrification	TBD	
Ncemaneni	08	Electrification	TBD	
Hawini	08	Electrification	TBD	
Nkungwini	08	Electrification	TBD	
Nkonjeni	08	Electrification	TBD	
Ngethule	09	Electrification	TBD	
Lindizwe	09	Electrification	TBD	
Gobamagagu	09	Electrification	TBD	
Kwa Denge	09	Electrification	TBD	
Holoba	16	Electrification	TBD	
Ntuzuma	16	Electrification	TBD	
Mthwathube	16	Electrification	TBD	
Vokwane	16	Electrification	TBD	
Mangamhlophe	16	Electrification	TBD	
Ophiyaneni	16	Electrification	TBD	
Sdinsi	06	Electrification	TBD	

Khenani	06	Electrification	TBD	
Dengeni	06	Electrification	TBD	
Sphambanweni	06	Electrification	TBD	
Dushwini	06	Electrification	TBD	
Cebokwakhe	06	Electrification	TBD	
Mbongi	06	Electrification	TBD	
Ekubungazeleni	20	Electrification	TBD	
Vilane	20	Electrification	TBD	
Esigangeni	20	Electrification	TBD	
Esigodiphola	20	Electrification	TBD	
	12	Electrification	TBD	
	12	Electrification	TBD	
	12	Electrification	TBD	
	12	Electrification	TBD	
	12	Electrification	TBD	
Ngolotshe	11	Electrification	TBD	
Bungu	11	Electrification	TBD	
Nzobo	11	Electrification	TBD	
Ningeni	11	Electrification	TBD	
Vuna	14	Electrification	TBD	
Esgangeni	14	Electrification	TBD	
Tshodo	14	Electrification	TBD	
B15	01	Electrification	TBD	
Kwa Mtengazi	01	Electrification	TBD	
Mngamunde/Estsheni	01	Electrification	TBD	
Entwines	01	Electrification	TBD	
Edibheni	01	Electrification	TBD	
Esibonelo	02	Electrification	TBD	
Egugu	02	Electrification	TBD	
Ciyane	02	Electrification	TBD	
Sojiyisa	02	Electrification	TBD	
Dungamanzi	02	Electrification	TBD	
Nkanyezini	02	Electrification	TBD	
Mshanelo	18	Electrification	TBD	
Qoqoda	18	Electrification	TBD	

## **E3. AGRICULTURE, ENVIRONMENTAL AFFAIRS, AND RURAL DEVELOPMENT**

### **3.1. VISION**

A champion for a prosperous agricultural productive land use, food security and environmentally sustainable livelihoods

### **3.2. MISSION**

The Department of Agriculture, Environmental Affairs & Rural Development will provide quality agricultural, veterinary, environmental and conservation services together with our partners and our communities

The Vision and Mission recognizes the Province's huge agricultural and natural resource potential and the Department's commitment to sustainable development. The Department will pursue strategic partnerships to achieve its Vision and Mission and will harness the potential of partnership to facilitate growth, development and prosperity in the Province.

Agricultural development and environmental management are key components of KwaZulu-Natal's growth and development strategy. The Department of Agriculture, Environmental Affairs & Rural Development is charged with the responsibility to harness the massive potential for agricultural growth and development within the province. The combined challenges of poverty, unemployment and HIV/AIDS have created increased demand for the DAEA to sharpen its strategic focus and deliver tangible results.

The essence of the DAEA's Strategy is how to utilise agricultural potential and environmental stability as key vehicles in building a prosperous community. The notion of prosperous transcends the current challenges of poverty and unemployment and instead focuses on self-reliance, entrepreneurship, empowerment and continuous growth and development.

Projects: Agriculture, Environmental Affairs & Rural Development

<b>Project Name</b>	<b>Ward</b>	<b>Year</b>	<b>Budget</b>
Bulelwane irrigation scheme			
Maphophoma irrigation scheme			
Broiler abattoir			
Fruit production in Swart Mfolozi area			
Barley production			

Dairy project at Bulawane			
Chicken hatchery			
Livestock improvement			
Irrigation project at Enyokeni Dam			
Addressing shortage of tractors and agricultural projects			
Identification and testing of new agricultural products			
Aquaculture			
Cutflower project			
Small charcoal production plant			
Shebeleza & Nqobuzulu: 100 ha Beans & Maize			
Esiphambanweni : 100 ha Beans & Maize			
kwaNqokotho :100 ha Beans and Maize			
Orable land for agricultural purposes (maize)			

#### E4. DEPARTMENT OF HEALTH

##### 4.1. VISION

Optimal health status for all persons in KwaZulu-Natal.

##### 4.2. MISSION

To develop a sustainable, co-ordinated, integrated and comprehensive health system at all levels, based on the primary health care approach through the district health system.

##### 4.3. VALUES

- Trust built on truth, integrity and reconciliation
- Open communication, transparency and consultation
- Commitment to performance
- Courage to learn, change and innovate

Project Name	Ward	Year	Budget
<b>Clinic section maintenance</b>			
Sovane clinic			400 000.00
Nkunzana clinic			400 000.00
Buxedeni clinic			300 000.00
Usuthu clinic			300 000.00
Ekubungazeleni clinic			650 000.00
Nkojo clinic			350 000.00
<b>Benedictine hospital maintenance</b>			4800.00



## **E5. DEPARTMENT OF HUMAN SETTLEMENT**

### **5.1. VISION**

Enabling all people to house themselves by engaging various institutions and stakeholders in the provision of a conducive and enabling environment.

### **5.2. MISSION**

To effectively and efficiently manage the implementation of National and Provincial Housing Programmes in partnership with the relevant role players, by developing sustainable human settlements characterized by affordable and adequate shelter for qualifying citizens in KwaZulu-Natal.

### **5.3. OBJECTIVES**

- Eradication for slums in KwaZulu-Natal by 2014;
- Strengthening governance and service delivery;
- Ensuring job creation through housing delivery;
- Accelerating housing delivery in rural areas;
- Accelerating the hostels redevelopment and upgrade programme;
- creating rental / social housing opportunities;
- Building the capacity of Housing stakeholders (especially municipalities);
- Promotion of homeownership;
- Provision of housing for vulnerable groups including those affected by HIV/ AIDS;
- Ensuring the provision of incremental housing; and
- Implementation of Financial Services Market Programme .

### **5.4. Department of Human Settlement Projects**

<b>Project Name</b>	<b>Ward</b>	<b>Year</b>	<b>Budget</b>
Construction of 1000 units at Mpuqwini ward 7	<b>7</b>		
Construction of 1000 units at Kwanjoko ward 5	<b>5</b>		
Construction of 1000 units at KwaKhangela ward 18	<b>18</b>		
Construction of 1000 units at Njampela ward 4	<b>4</b>		
Construction of 1000 units at Nhlophenkulu ward 16	<b>16</b>		

PROJECT NAME	TYPE	NUMBER OF UNITS
Baxedene	Rural	1 400
Holinyoka	Rural	1 000
Maye/ Dabhasi	Rural	1 000
Siyazama	Rural	1 000

## **E6. DEPARTMENT OF SOCIAL DEVELOPMENT**

### **6.1. VISION**

The vision of the Department of Social Development is to: 'Enhance the quality of life through an integrated system of Social Development Services

### **6.2. MISSION**

The Department is committed to the promotion of Developmental Social Welfare Services and Community Development to people of KwaZulu-Natal in partnership with stakeholders

NB: Please note that the above mentioned departmental projects are attached as appendice K16 of this document.

## E7. DEPARTMENT OF TRANSPORT

### 7.1. VISION

The KwaZulu-Natal Department of Transport's vision is:

**"PROSPERITY THROUGH MOBILITY"**

This means that all activities of the Department and the manner in which the Department delivers services to communities will increase the wealth and quality of life to all citizens of the province.

### 7.2. MISSION

The mission statement of the KwaZulu-Natal Department of Transport reads:

We will provide the public with a safe, intergrated, regulated, affordable and accessible transportation system, and ensure that, in delivering on our mandate, we meet the developmental needs of our province

A N D

We will promote a transparent and accountable government, plan in accordance with the needs of our customers, and ensure effective, efficient and transparent delivery of services through the appropriate involvement of the public and through regular and accurate reporting.

### 7.3. OBJECTIVES

- Teamwork
- Integrity
- Transparency
- Equity and fairness
- Mutual Trust and respect
- Customer service
- Courtesy and commitment

Department of Transport Projects

Project Name	Ward	Year	Budget
Magangeni causeway			
Vuna road			
Dumdum			
A4846			
Regraveling: D 1827			
Regraveling: D 1819			

Regravelling: A 3254			
Regravelling: A 3256			
Regravelling: D 1890			

NB: Please note that other projects from the above mentioned department are attached appendice K17 (1-3) of this document.

## **E8. DEPARTMENT OF PUBLIC WORKS**

### **8.1. VISION**

"A thriving economy through infrastructure development and property management"

### **8.2. MISSION**

"We will lead in infrastructure development and property management in KwaZulu-Natal"

#### Department of Transport Projects

<b>Project Name</b>	<b>Ward</b>	<b>Year</b>	<b>Budget</b>
Esweni Primary School: Repairs and renovations			
Mgabhanyongo Primary School: Repairs and renovations			
Queen kaMathabela Primary School: Fencing			

## SECTION F: THREE YEAR IMPLEMENTATION PLAN

### F1. INTRODUCTION

This implementation plan reflects the priority projects / initiatives identified by the Nongoma Municipality focussed on the next three year period. The projects / initiatives identified have been aligned to the focus areas for the municipality as reflected in the IDP of the Municipality.

### F.2 THE FOCUS AREAS OF THE NONGOMA MUNICIPALITY

The focus areas for the Nongoma Municipality (Local KPA's) relate to the Five National Key Performance Areas as reflected below:

#### NATIONAL KPA'S VERSUS LOCAL KPA'S

NATIONAL KPA	NONGOMA LOCAL KPA
Infrastructure & Service Development	Water, Sanitation, Electricity, Roads, Waste Disposal, Housing, Cemetery, Repairs & Maintenance
Good Governance & Community Participation	IDP, Ward Committee, EXCO, Council, Annual Report, Public participation, HIV /AIDS, Youth Development
Local Economic Development	LED Implementation, Poverty Alleviation, Tourism & Spatial Development Framework (SDF)
Municipal Transformation & Institutional Development	Organogram, PMS & WSP
Financial Viability & Financial Management	Budget, SDBIP & Indigent Register

### F.3 THE IMPLEMENTATION APPROACH OF THE NONGOMA MUNICIPALITY

The Nongoma Municipality will fulfil both an implementation and a monitoring role in ensuring the goals and objectives as set out in this Integrated Development Plan are achieved. The Municipality will take direct responsibility for those projects relating to its mandated function and will further ensure that the commitments of other sector services providers, as reflected in this IDP is met.

The Nongoma Municipality acknowledges that for a large number of projects as identified in the current Capital Investment Framework funding have not been secured as yet. It is not envisaged

that projects for which funding has as yet not been committed will be implemented in the 2012/13 financial year. The Municipality will therefore during the next financial year continue its attempts to attract funding to these projects.

#### **F.4. THE IMPLEMENTATION PLAN / CAPITAL INVESTMENT FRAMEWORK**

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The implementation plan of the Municipality, as reflected in the Table below. The implementation plan reflects the following information relating to the projects / initiatives identified and prioritised by the Municipality:

- Project Name: Provides a descriptive name for the project.
- Ward No: provides the spatial location of the project / development and intends at aligning and update SDF
- Objective No: provides for the alignment between the objectives & strategies set in terms of section c of this IDP
- Status: Indicates what the current status of the project is. Distinction is made between preparation, planning, awaiting funding and implementation.
- Project Type: Determines whether the a particular project is a Capital or Operational
- Funding Source: Indicates the institution that will or will in all likelihood fund the project.
- Implementing Agent: Identifies who will take responsibility for the implementation of the project.
- Responsible Directorate: refers to the Nongoma Section 57 Managers
- Budget 2012 – 2015: Reflects the proposed multi-year (if applicable) budget for the project.
- Funding Committed: Indicates whether the project is already underway or whether funding has been committed to the project or not.

NB: The Nongoma municipality recognises the need for the implementation plan, attached below is the Nongoma capital / implementation plan for the next three years. The plan will also be reviewed on yearly basis in order to ensure that the implemented projects reflect to the community needs.

# NONGOMA DRAFT CAPITAL / IMPLEMENTATION PLAN: 2012/13

PROJECT NAME	Ward No:	Objective No:	STATUS	Project Type	FUNDING SOURCE	IMPLEMENTING AGENT	Responsible LM Directorate	BUDGET 2012/13	BUDGET 2013/14	BUDGET 2014 /15	COMMITTED (Yes or No)
<b>INFRASTRUCTURE AND SERVICE DEVELOPMENT</b>											
<b>Sport fields</b>											
Mangumhlophe Sport field	16	5	Planning	Capital	MIG	Nongoma LM	Director Technical	R5 341 356.00	R2 841 356.00	R0	Yes
Soccer field	15	5	Planning	Capital	MIG	Nongoma LM	Director Technical	R1 300 000.00	R0	R0	Yes
Nongoma sports complex	19	5	Planning	Capital		Nongoma LM	Director Technical	R0	R0	R0	NO
<b>Crèche / Halls</b>											
Mnqangashaneni Community Hall	20	5	Planning	Capital	MIG	Nongoma LM	Director Technical	R3 378 960.00	R0	R0	Yes
Kwampunzana crèche / Community Hall		5	Planning	Capital	MIG	Nongoma LM	Director Technical	R3 976 776.00	R2 476 776.00	R0	Yes
Manyoni Community Hall	1	5	Planning	Capital	MIG	Nongoma LM	Director Technical	R0	R2 500 000.00	R0	No
Khekhane / Creche Community Hall	6	5	Planning	Capital	MIG	Nongoma LM	Director Technical	R0	R2 500 000.00	R0	No
Njampela Community Hall	4	5	Planning	Capital	MIG	Nongoma LM	Director Technical	R0	R0	R 1800 000.00	No
Enkonjeni	8	5	Planning	Capital	MIG	Nongoma LM	Director	R0	R0	R1 800 000.00	No

Community Hall									Technical					
Zamangamandla Community Hall	12		5	Planning	Capital	MIG		Nongoma LM	Director Technical	R0		R0	R1 800 000.00	No
KwaNozintebe Creche / Community Hall	17		5	Planning	Capital	MIG		Nongoma LM	Director Technical	R0		R0	R2 500 000.00	No
Community Hall	18		5	Planning	Capital	MIG		Nongoma LM	Director Technical	R0		R0	R1 800 000.00	No
Badlaneni Community Hall	14		5	Planning	Capital	MIG		Nongoma LM	Director Technical	R0		R0	R1 800 000.00	No
Nongoma Community Hall	19		5	Awaiting Funding	Capital			Nongoma LM	Director Technical	R0		R0	R0	No
Nongoma Community Safety Centre	19		5	Awaiting Funding	Capital			Nongoma LM	Director Technical	R0		R0	R0	No
Nongoma Thusong Centre	19		5	Awaiting Funding	Capital			Nongoma LM	Director Technical	R0		R0	R0	No
Nongoma Skills Training Centre	19		5	Awaiting Funding	Capital			Nongoma LM	Director Technical	R0		R0	R0	No
Testing Ground														
Vehicle Testing Centre	All wards		5	Planning	Capital	MIG		Nongoma LM	Director Technical	R0		R9 000 000.00	R4 187 758.00	Yes
Offices														
Municipal Offices (Construction)	All wards		5	Planning	Capital			Nongoma LM	Director LM	R0		R 1 500 000.00	R0	Yes



PROJECT NAME	Ward No:	Objective No:	STATUS	Project Type	FUNDING SOURCE	IMPLEMENTING AGENT	Responsible LM Directorate	BUDGET 2012/13	BUDGET 2013/14	BUDGET 2014 /15	COMMITTED (Yes or No)
<b>INFRASTRUCTURE AND SERVICE DEVELOPMENT</b>											
Bus & Taxi Rank											
Bus & Taxi Rank			Planning	Capital	NDPG	Nongoma LM	Director Technical	R20 554.00	R0	R0	Yes

PROJECT NAME	Ward No:	Objective No:	STATUS	Project Type	FUNDING SOURCE	IMPLEMENTING AGENT	Responsible LM Directorate	BUDGET 2012/13	BUDGET 2013/14	BUDGET 2014 /15	COMMITTED (Yes or No)
<b>INFRASTRUCTURE AND SERVICE DEVELOPMENT</b>											
<b>Roads</b>											
Ezidwaneni Road	1	1	Planning	Capital	MIG	Nongoma LM	Director Technical	R3 500 000.00	R0	R0	Yes
S'dinsi Road	6	1	Planning	Capital	MIG	Nongoma LM	Director Technical	R3 850 000.00	R0	R0	Yes
Mfanela Road	18	1	Planning	Capital	MIG	Nongoma LM	Director Technical	R3 850 000.00	R0	R0	Yes
Ekuvukeni Road	10	1	Planning	Capital	MIG	Nongoma LM	Director Technical	R3 500 000.00	R0	R0	Yes
Msweli Road	16	1	Planning	Capital	MIG	Nongoma LM	Director Technical	R3 850 000.00	R0	R0	Yes

Nongoma Road Master Plan	All wards	1	Planning	Capital	MIG	Nongoma LM	Director Technical	R600 000	R0	R0	Yes
Rehabilitation of R66	All wards	1	Planning	Capital		Nongoma LM	Director Technical	R32 000 000	R0	R0	Yes
Nongoma By Pass Road			Planning	Capital		Nongoma LM	Director Technical	R25 500 000.00	R0	R0	Yes
ABSA link Road			Planning	Capital		Nongoma LM	Director Technical	R1 500 000.00	R0	R0	Yes
Manqeleni Road to Khukhwaneni	4	1	Planning	Capital	MIG	Nongoma LM	Director Technical	R0	R3 900 000.00	R0	No
Hlushwaneni Road to Mgxanyini	3	1	Planning	Capital	MIG	Nongoma LM	Director Technical	R0	R3 900 000.00	R0	No
Esixeni Road to Ebuhleni	2	1	Planning	Capital	MIG	Nongoma LM	Director Technical	R0	R3 900 000.00	R0	No
Phenyane Road to Obhazweni	15	1	Planning	Capital	MIG	Nongoma LM	Director Technical	R0	R0	R3 900 000.00	No
Road Mphola Nceleni Ndongande	15	1	Planning	Capital	MIG	Nongoma LM	Director Technical	R0	R0	R3 900 000.00	No
Entabeniyejala Road	15	1	Planning	Capital	MIG	Nongoma LM	Director Technical	R0	R0	R3 900 000.00	No

PROJECT NAME	Ward No:	Objective No:	STATUS	Project Type	FUNDING SOURCE	IMPLEMENTING AGENT	Responsible LM Directorate	BUDGET 2012/13	BUDGET 2013/14	BUDGET 2014 /15	COMMITTED (Yes or No)
<b>INFRASTRUCTURE AND SERVICE DEVELOPMENT</b>											
<b>Housing</b>											
Construction of 1000 units at Mpuqwini	7	3	Awaiting Funding	Capital	Human Settlements	Nongoma LM	Director Community Services	R0	R0	R0	No
Construction of 1000 units at Kwanjoko	5	3	Awaiting Funding	Capital	Human Settlements	Nongoma LM	Director Community Services	R0	R0	R0	No
Construction of 1000 units at Kwakhangela	18	3	Awaiting Funding	Capital	Human Settlements	Nongoma LM	Director Community Services	R0	R0	R0	No
Construction of 1000 units at Njampela	4	3	Awaiting Funding	Capital	Human Settlements	Nongoma LM	Director Community Services	R0	R0	R0	No
Construction of 1000 units at Nhlophenkulu	16	3	Awaiting Funding	Capital	Human Settlements	Nongoma LM	Director Community Services	R0	R0	R0	No
Baxedene	-	3	Awaiting Funding	Capital	Human Settlements	Nongoma LM	Director Community Services	R0	R0	R0	No
Holinyoka	-	3	Awaiting Funding	Capital	Human Settlements	Nongoma LM	Director Community Services	R0	R0	R0	No
Mayer/ Dabhasi	-	3	Awaiting Funding	Capital	Human Settlements	Nongoma LM	Director Community Services	R0	R0	R0	No

Siyazama	-	3	Awaiting Funding	Capital	Human Settlements	Nongoma LM	Director Community Services	R0	R0	R0	No	
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PROJECT NAME	Ward No:	Objective No:	STATUS	Project Type	FUNDING SOURCE	IMPLEMENTING AGENT	Responsible LM Directorate	BUDGET 2012/13	BUDGET 2013/14	BUDGET 2014 /15	COMMITTED (Yes or No)
INFRASTRUCTURE AND SERVICE DEVELOPMENT											
Electricity											
Free Basic Electricity	All wards	2	Implementation	Capital	Equitable Share	Nongoma LM	Director Technical	-	-	-	-
Kwamememe Phase 1	6	2	Planning	Capital	Nongoma	Nongoma LM	Director Technical	R3 000 000.00	R0	R0	Yes
Nyokeni / Kwansele	-	2	Planning	Capital	DME/Eskom	Nongoma LM	Director Technical	R 12 525 000	R0	R0	Yes
Sinkonkonko Pase 1 & 2	7	2	Planning	Capital	DME/Eskom	Nongoma LM	Director Technical	R 12 810 000	R 17 000 000		Yes
Ngqungqu	-	2	Planning	Capital	Nongoma	Nongoma LM	Director Technical	R0	R 24 000 000	R0	No
Jabu	-	2	Planning	Capital	DME/Eskom	Nongoma LM	Director Technical	R0	R0	R 13 000 000	R0
Nyokeni	-	2	Planning	Capital	-	Nongoma LM	Director Technical	R0	R0	R0	No
Lindizwe	-	2	Planning	Capital	-	Nongoma LM	Director Technical	R0	R0	R0	No

Ndeme / Kweme	-	2	Planning	Capital	-	Nongoma LM	Director Technical	R0	R0	R0	No
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PROJECT NAME	Ward No:	Objective No:	STATUS	Project Type	FUNDING SOURCE	IMPLEMENTING AGENT	Responsible LM Directorate	BUDGET 2012/13	BUDGET 2013/14	BUDGET 2014 /15	COMMITTED (Yes or No)
GOOD GOVERNANCE & COMMUNITY PARTICIPATION											
IDP Planning	All Wards	9	Draft IDP is being Reviewed	Operational	Equitable Share	Nongoma LM	Municipal Manager	1 500 000	1 670 000	1 760 000	Yes
Ward Committees	All Wards	9	Ward Committees are Functional	Operational	Equitable Share	Nongoma LM	Director Community Services	544 000	573 000	604 000	Yes
EXCO	All Wards	9	EXCO is Functional	Operational	Equitable Share	Nongoma LM	Director Community Services	-	-	-	-
Council	All Wards	9	Council is Functional	Operational	Equitable Share	Nongoma LM	Director Community Services	-	-	-	-
Annual Report	All wards	11	Implementation	Operational	Equitable Share	Nongoma LM	Municipal Manager	-	-	-	-

PROJECT NAME	Ward No:	Objective No:	STATUS	Project Type	FUNDING SOURCE	IMPLEMENTING AGENT	Responsible LM Directorate	BUDGET 2012/13	BUDGET 2013/14	BUDGET 2014 /15	COMMITTED (Yes or No)
LOCAL ECONOMIC DEVELOPMENT											
Spatial Development Framework	All wards	13	Planning	Operational		Nongoma LM	Director Planning & LED	N/A	N/A	N/A	N/A
LUMS	All wards	13	Planning	Capital		Nongoma LM	Director Planning & LED	N/A	N/A	N/A	N/A
LED Projects		12				Nongoma LM	Director Planning & LED	2 000 000	2 226 000	3 500 000	Yes

PROJECT NAME	Ward No:	Objective No	STATUS	Project Type	FUNDING SOURCE	IMPLEMENTING AGENT	Responsible LM Directorate	BUDGET 2012/13	BUDGET 2013/14	BUDGET 2014 /15	COMMITTED (Yes or No)
MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT											
Organogram	All wards	7	Implemented	Operational	N/A	Nongoma LM	Director Corporate Services	N/A	N/A	N/A	N/A
Performance Management System	All wards	7	PMS is being Reviewed	Operational		Nongoma LM	Municipal Manager	N/A	N/A	N/A	N/A
Training (Works Skills Plan)	All wards	7	Planning	Operational		Nongoma LM	Director Corporate Services	944 652	995 663	1 049 429	Yes

PROJECT NAME	Ward No:	Objective No:	STATUS	Project Type	FUNDING SOURCE	IMPLEMENTING AGENT	Responsible LM Directorate	BUDGET 2012/13	BUDGET 2013/14	BUDGET 2014 /15	COMMITTED (Yes or No)
FINANCIAL VIABILITY & FINANCIAL MANAGEMENT											
Budget	All wards	8	Planning	Capital & Operational		Nongoma LM	Chief Financial Officer	-	-	-	-
SDBIP	All wards	8	Planning	Operational		Nongoma LM	Chief Financial Officer	R 0	R 0	R 0	No
Indigent Register	All wards	8	Implementation	Operational		Nongoma LM	Chief Financial Officer	R 0	R 0	R 0	No



## SECTION G: PROJECTS

### G1. INTRODUCTION

This section provides details of the current municipal projects and planned projects for the period of one year, it only focuses on the projects budgeted for in 2012/13 financial year. It will further summarise the capital budget for the next three years.

#### G1.1. Capital Budget Funding

Capital Budget 2012/13

Project/ item	Source of funding	Amount
Mangumhlophe Sport field	MIG / Zululand	R5 341 356.00
Soccer field	MIG	R1 300 000.00
Mnqgangashaneni Community Hall	MIG	R3 378 960.00
Kwampunzana crèche / Community Hall	MIG	R3 976 776.00
Ezidwaneni Road	MIG	R3 500 000.00
S'dinsi Road	MIG	R3 850 000.00
Mfanela Road	MIG	R3 850 000.00
Ekuvukeni Road	MIG	R3 500 000.00
Msweli Road	MIG	R3 850 000.00
Nongoma Road Master Plan	MIG	R600 000

## G1.2. Consolidated Capital Expenditure

<b>CONSOLIDATED</b>	<b>2012/13 Budget Estimate</b>	<b>2013/14 Budget Estimate</b>	<b>2014/15 Budget Estimate</b>
<b><i>Repairs &amp; Maintenance</i></b>			
Buildings	1 236 815	1 303 603	1 373 998
Plant and equipment	211 367	223 284	235 341
Computers	89 760	94 607	99 716
Roads Maintenance	2 248 200	2 376 347	2 504 670
Vehicles	1 373 487	1 449 990	1 528 289
<b>Sub Total</b>	<b>5 159 629</b>	<b>5 447 831</b>	<b>5 742 014</b>
<b>Total operating expenditure</b>	<b>112 170 162</b>	<b>123 172 827</b>	<b>105 525 932</b>
<b>Surplus before capital transfers</b>	<b>(2 756 023)</b>	<b>(3 137 062)</b>	<b>(2 516 980)</b>
<b><i>Capital Transfers Recognised</i></b>			
Municipal Infrastructure Grant	25 314 000	26 703 000	28 247 000
Municipal Infrastructure Grant	-	-	-
Neighbourhood Development Partnership Grant-NDPG	20 554 000	10 000 000	2 648 000
Neighbourhood Development Partnership Grant-Technical	-	-	-
<b>Sub Total</b>	<b>45 868 000</b>	<b>36 703 000</b>	<b>30 895 000</b>
<b>Surplus after capital transfers</b>	<b>43 111 977</b>	<b>33 565 938</b>	<b>28 378 020</b>

## SECTION H: FINANCIAL PLAN & SDBIP

### H1. FINANCIAL FRAMEWORK

#### 1.1. REVENUE ADEQUACY AND CERTAINTY

It is essential that Nongoma have access to adequate sources of revenue, from both its own operations and intergovernmental transfers, to enable it to carry out its functions. It is furthermore necessary that there is a reasonable degree of certainty with regard to source, amount and timing of revenue. The Division of Revenue Act has laid out the level of funding from National Government that will be received for the 2012/13 to 2014/15 financial years.

It is important to track the respective sources of revenue received by Nongoma as they can be quite different and can vary substantially depending upon the phase that the municipality is in. Knowledge of the sources of funds will illustrate Nongoma's position more accurately, its ability to secure loans relative to its income streams and its borrowing capability.

### H2. CASH / LIQUIDITY POSITION

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Cash and cash management is vital for the short- and long-term survival and good management of any organisation. The appropriate benchmarks, which can assist in assessing the financial health of Nongoma, are:

The current ratio, expresses the current assets as a proportion to current liabilities. "Current" refers to those assets that could be converted into cash within 12 months and those liabilities that will be settled within 12 months. A current ratio in excess of 2:1 is considered to be healthy. Nongoma currently stands at a ratio of 1.67 and is seen as desirable in the medium term.

### H3. SUSTAINABILITY

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Nongoma needs to ensure that its actual income covers its actual expenditure, due to the fact that the revenues sources are limited. It is prudent to assume that the revenues from Provincial and National Government will be ongoing, however that which must be borne in mind is that these parastatals have expectancies in the turnaround of the sustainability of Nongoma.

It terms of the objects of local government, there is an obligation to ensure the provision of services to the community in a sustainable manner; hence the focus must be on affordable service delivery. Many experts have developed models for the delivery of affordable services, and it is onerous on Nongoma to select the model that is practicable and deliverable (the best fit).

Deliverables on infrastructure development come with great cost and time; therefore a practical forward plan is required in order that Nongoma delivers on its mandate. It is factual scenario that Nongoma has been a city that has been overlooked during the apartheid years, and seriously lacks the financial muscle to overcome those barriers of the past in a few years. The IDP has provided the perfect platform for Nongoma, having had the research undertaken provides the city with a wealth of information in terms of the number of households that lack basic services. Strategies to target these poor households have been developed. Delivery on these strategies will see revenue filtering through to the municipality.

The IDP has also reflected on the economic profile of the city, and serious cognizance has to be taken of the type of service delivery necessary to sustain this economy of scale. Subsidization in the form of free basic electricity and free basic services will encourage these households to begin to appreciate the services and contribute towards the economic development of the city.

#### **H4. EFFECTIVE AND EFFICIENT USE OF RESOURCES**

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In an environment of limited resources, it is essential that Nongoma make maximum use of the resources at its disposal by using them in an effective and efficient manner. Efficiency in operations and investment will increase poor people's access to basic services.

#### **H5. ACCOUNTABILITY, TRANSPARENCY AND GOOD GOVERNANCE**

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Nongoma is accountable to the people who provide the resources, for what they do with the resources. The budgeting process and other financial decisions should be open to public scrutiny and participation. In addition, the accounting and financial reporting procedures must minimize opportunities for corruption. It is also essential that accurate financial information is produced within acceptable timeframes.

## **H6. EQUITY AND REDISTRIBUTION**

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It is common cause that Nongoma lacked basic services, as can be seen from the from the statistics contained in the IDP, therefore a holistic view has to be taken of the entire town in phasing in the delivery. Equally important is the income from inter-governmental grants, as these should be seen as a catalyst in making possible a number of realities. The IDP reflects very favourably in terms of the deliverables intended for Nongoma, these are conscientious efforts being made by all parties for a sustained Nongoma. Currently very little to no cross subsidization exists as the proportion of "haves" versus the "have-nots" is minimal.

## **H7. DEVELOPMENT AND INVESTMENT**

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In order to deal effectively with backlogs in services, there is a need for Nongoma to maximize its investment in municipal infrastructure. In restructuring the financial systems of Nongoma the underlying policies should encourage the maximum degree of private sector investment.

### **7.1. MACRO-ECONOMIC INVESTMENT**

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As Nongoma plays a significant role in the area, it is essential that it operate efficiently within the national macro-economic framework. Nongoma's financial and developmental activities have been tailored to align itself with national fiscal policy.

Accordingly a huge sentiment has been expressed by the various Provincial institutions in recognizing the backlogs this has been demonstrated by the initiatives taken, to place Nongoma on the map.

The sum total of all investment progressing towards 2008, is in the region of some R 284 m. It is noteworthy that such an interest has been shown in Nongoma.

## **H8. BORROWING**

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The strong capital market in South Africa (banks and other lending institutions like DBSA, INCA etc.) provides an additional instrument to access financial resources. However, it is clear that Nongoma cannot borrow to balance its budget and pay for overspending. Safeguards need to be put in place to ensure that Nongoma borrows in a responsible way. In order to have access to this market, Nongoma will need to have accurate and appropriate financial accounting and reporting systems.

The manner in which Nongoma manages debt or takes on new debt to finance activities will have a significant impact on the solvency and long-term viability of the council.

Currently there is no need to borrow, although these opportunities have been identified.

## **H9. STRATEGIES AND PROGRAMMES**

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With the above framework as a background, strategies and programmes have been identified and form part of the financial plan to achieve the desired objective – the financial viability and sustainability of Nongoma. Time frames have been set for each of the projects that have been identified.

The following are some of the more significant programmes that have been identified:

### **9.1. THE CREDIT CONTROL POLICY**

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This policy and the relevant procedures details all areas of credit control, collection of amounts billed to customers, procedures for non-payment etc. In reaching the milestones, the application of this policy will go a long way in addressing the shortcomings within the accounting systems.

### **9.2. AN INDIGENT POLICY**

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This policy defines the qualifying criteria for indigence, further elaborating on the level of free basic services that will be enjoyed by indigent households. Applications undergo a screening process prior to being classified as indigent.

### **9.3. A UNIFORM TARIFF POLICY**

This policy will ensure that fair tariffs are charged in a uniform manner throughout the Nongoma area. The local community pays a fixed rate for water, electricity is charged on consumption and valuations are based on a fixed tariff.

### **9.4. THE DEVELOPMENT AND IMPLEMENTATION OF A PROPERTY RATES AND VALUATION POLICY**

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This will ensure that a fair rates policy and an updated valuation roll is applied to the entire Nongoma area and will aim to ensure that all properties are included in Nongoma's records. Furthermore the policy will ensure that valuations are systematically carried out on a regular basis for all properties.

#### **9.5. THE DEVELOPMENT AND IMPLEMENTATION OF A CUSTOMER INCENTIVE POLICY**

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This policy will detail the incentives that will be made available to encourage customers to pay their accounts promptly. A study is to be undertaken in the area of financing municipal services and a draft sustainable funding and rating policy is to be developed

#### **9.6. PROJECT CONSOLIDATE – FREE BASIC SERVICES, BILLING SYSTEMS AND MUNICIPAL SERVICES DEBT**

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This project aims to enhance the delivery of Free Basic Services to poor households, and assist Nongoma in developing innovative, reliable and integrated billing systems that would allow for improved delivery of services and an effective and efficient billing system for the debtors/consumers of the municipality.

#### **9.7. IMPROVED PAYMENT STRATEGY**

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This strategy aims at implementing innovative cost effective processes to encourage consumers to pay their accounts in full on time each month. Ensure that effective and efficient Customer Care and Prepayment procedures are implemented.

#### **9.8. CUSTOMER CARE AND PREPAYMENT**

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Ensure that effective and efficient Customer Care and Prepayment procedures are implemented.

#### **9.9. ENSURING EFFECTIVE AND EFFICIENT CUSTOMER SERVICES/ RELATIONS**

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- Enhance communications with all consumers.
- Customer education and information campaigns.

#### **9.10. ASSET MANAGEMENT STRATEGIES AND PROGRAMMES**

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The following are some of the more significant programmes that have been identified:

- The implementation of a fixed asset register and asset control policy as well as the maintenance thereof. This programme will involve the implementation of the policies regarding fixed assets. KPMG, the supplier of our Assets Register system will ensure that adequate training is provided for the general upkeep of the system in terms of GAMAP requirements.
- The development and implementation of a disaster recovery plan this plan will detail the procedures to be followed with regard to the operations and administration of Nongoma in the event of a disaster, to ensure that there is the least possible disruption and loss. The plan will detail alternative locations, IT arrangements, back-up/start-up procedures etc.
- The establishment of a disaster recovery center, the building and/or equipping of an alternative site from which to manage Nongoma's operations in the event of a disaster rendering the existing centers not usable.
- The development and implementation of a repairs and maintenance policy. Such a policy will set out the details with regard to repairs and maintenance of all asset categories e.g. roads, buildings, motor vehicles etc.
- The development and implementation of a fleet management system. This system will ensure that Nongoma's fleet is managed in the most effective manner and that up-to-date and comprehensive information required for the fleet is readily available.

#### **9.11. FINANCIAL MANAGEMENT STRATEGIES AND PROGRAMMES**

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The following are some of the more significant programmes that have been identified:

- The development and implementation of an integrated information technology plan. Such a plan will ensure that Nongoma's IT needs are met in the most effective manner and that the IT resources are well-managed and secure and that users are well-trained.
- Integration of all computerized systems and acquisition of hardware and software required The integration of computerised systems and acquisition of the required hardware and software within the Nongoma area to ensure that information is accurate, relevant and prompt, which in turn will facilitate the smooth running and effective management of Nongoma ,
- Upgrading and staffing of the Accounting Office in line with the budget reform process initiated by National Treasury. This will result in better control of expenditure and improved reporting.



### **9.12. CAPITAL FINANCING STRATEGIES AND PROGRAMMES**

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The following are some of the more significant programmes that have been identified:

- The development and implementation of a debt capacity policy. This policy will ensure that any borrowings taken by Nongoma will be done in a responsible manner and that the repayment and servicing of such debt will be affordable.
- The development and implementation of a large-scale economic policy. This policy will set out ways in which Nongoma can become more effective in attracting large-scale economic investment. It will be the framework to provide an environment that is investor friendly, efficient (with quick decision-making ability) and will detail any incentives, which may be given to attract large business.
- The development and implementation of a policy for accessing donor finance. This policy will create a framework for the accessing of funds from local and overseas donors. It will detail the type of projects for which funding will be sought, the procedures to be used, and donor conditions which are acceptable or unacceptable.

### **9.13. OPERATIONAL FINANCING STRATEGIES AND PROGRAMMES**

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The following programme has been identified:

- Investigation of service delivery options and public/private partnerships. This refers to the ongoing investigation into how Nongoma can service the community in the most efficient and effective manner, including an investigation of public/private partnerships for service delivery.

### **9.14. STRATEGIES TO ENHANCE COST-EFFECTIVENESS**

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The following are some of the more significant programmes that have been identified:

Establishment of benchmarks and performance indicators. This will include;

- Training and development of financial (and other) staff The aim of this project will be to constantly ensure that the Financial (and other) staff receive the training they require to ensure a cost-effective and efficient service to Nongoma.

Enhanced budgetary controls and timeliness of financial data

- The improvement of the Accounting Office with respect to producing financial information and monitoring/reporting on budget variances. Some of the more significant measures of acceptable performance in this area will be: Financial bottom line matched to forecasts to a 10% variance level. Receipt of unqualified audit reports. Monthly financial statements produced within 10 days of month-end etc.

## **H10. FINANCIAL MANAGEMENT POLICIES**

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### **10.1. GENERAL FINANCIAL PHILOSOPHY**

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The financial policy of the Nongoma Municipality is to provide a sound financial base and the resources necessary to sustain a satisfactory level of municipal services for the citizens of The Nongoma Municipality. It is the goal of Nongoma to achieve a strong financial position with the ability to:

- Withstand local and regional economic impacts;
- Adjust efficiently to the community's changing service requirements;
- Effectively maintain, improve and expand Nongoma's infrastructure;
- Manage Nongoma's budget and cash flow to the maximum benefit of the community;
- Prudently plan, coordinate and implement responsible and sustainable community development and growth;
- Provide a high level of fire and other protective services to assure public health and safety.
- Nongoma's financial policies shall address the following fiscal goals: -
- Keep Nongoma in a fiscally sound position in both the long and short term;
- Maintain sufficient financial liquidity through regular reviews and adjustments to meet normal operating and contingent obligations;
- Apply credit control policies which maximize collection while providing relief for the indigent;
- Credit control policies that recognize the basic policy of customer care and convenience;
- Maintain existing infrastructure and capital assets;
- Provide a framework for the prudent use of debt financing; and
- Direct Nongoma's financial resources toward meeting the goals of Nongoma's Integrated Development Plan.

### **10.2. OPERATING BUDGET POLICIES**

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The annual budget is the central financial planning document that embodies all operating revenue and expenditure decisions. It establishes the level of services to be provided by each department. The Chief Financial Officer shall incorporate The Nongoma Municipality's priorities in the formulation of the preliminary and final budget proposal. The budget will be subject to monthly

control and be reported to Council with recommendations of action to be taken to achieve the budget's goal. The budget will be subject to a mid-term review, which will result in a Revised Budget. Adequate maintenance and replacement of the City's capital plant and equipment will be provided for in the annual budget. The budget shall balance recurring operating expenses to recurring operating revenues. The budget will have Revenue plans based on realistically expected income and expenditure figures. Plans will be included to achieve maximum revenue collection percentages.

### **10.3. CAPITAL INFRASTRUCTURE INVESTMENT POLICIES**

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The Nongoma Municipality has established and will implement a comprehensive five-year Draft Capital Investment Plan (CIP). This plan will be updated annually. An annual Capital Investment Budget will be developed and adopted by the Municipality as part of the annual budget. The Municipality will make all capital improvements in accordance with the CIP. Unexpended capital project budgets shall not be carried forward to future fiscal years unless the Project Expenditure is committed or funded from grant funding.

Routine capital needs will be financed from current revenues. The Municipality will maintain all assets at a level adequate to protect the capital investment and to minimize future maintenance and replacement costs. The management of assets will be in terms of the Municipality's Asset Control Policy.

### **10.4. REVENUE POLICIES**

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The Municipality will estimate annual revenues through a conservative, objective and analytical process based on realistically expected income. The Chief Financial Officer will consider market rates and charges levied by other public and private organizations for similar services in establishing rates, fees and charges. A new valuation system based on market values of all properties within its boundary will be established as well as periodical reviews.

Fees and user charges will be set at a level that fully supports the recovery of the outlay. Tariffs will be set to reflect the Development and Social Policies. The Chief Financial Officer will continue to identify and pursue grants and appropriations from Province, Central Government and other agencies that are consistent with the IDP. The Chief Financial Officer will follow an aggressive policy of collecting revenues.

## **10.5. CREDIT CONTROL POLICIES AND PROCEDURES**

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The Municipality has adopted a Credit Control and Debt Recovery Policy. The Principles supported in this Policy are:

- The administrative integrity of the municipality must be maintained at all costs;
- The democratically elected councilors are responsible for policy-making, while it is the responsibility of the Municipal Manager to ensure the execution of these policies.
- All customers must complete an official application form, formally requesting the municipality to connect them to service supply lines. Existing customers may be required to complete new application forms from time to time, as determined by the Municipal Manager
- A copy of the application form, conditions of services and extracts of the relevant council's credit control and debt recovery policy and by-laws must be handed to every customer on request at such fees as may be prescribed by Council.
- Billing is to be accurate, timeous and understandable.
- The customer is entitled to reasonable access to pay points and to a variety of reliable payment methods.
- The customer is entitled to an efficient, effective and reasonable response to appeals, and should suffer no disadvantage during the processing of a reasonable appeal.
- Enforcement of payment must be prompt, consistent and effective.
- Unauthorized consumption, connection and re-connection, the tampering with or theft of meters, service supply equipment and the reticulation network and any fraudulent activity in connection with the provision of municipal services will lead to disconnections, penalties, loss of rights and criminal prosecutions.
- Incentives and disincentives may be used in collection procedures.
- The collection process must be cost-effective.
- The Municipal Manager and the Mayor will regularly and efficiently report operating results.
- Application forms will be used to, inter-alia, categorise customers according to credit risk and to determine relevant levels of services and deposits required.
- Targets for performance in both customer service and debt recovery will be set and pursued and remedies implemented for non-performance.

## **10.6. INDIGENT POLICY**

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This policy identifies the criteria that must be satisfied to be regarded as an indigent and the process to follow to apply for indigent status. The form of subsidy is identified, as is the process of auditing indigent applications. In addition, procedures, which will be followed in the event of a death of an indigent and a false indigent application is covered. Finally treatment of debt of a customer on becoming an indigent and interest on arrear charges are addressed.

## 10.7. INVESTMENT POLICIES

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In terms of the Municipal Finance Management Act, Act 56 of 2003, and Section (13) (1):

***“s (13)( 1 ) The Minister, acting with the concurrence of the Cabinet member responsible for local government, may prescribe a framework within which municipalities must-***

***(a) Conduct their cash management and investments: and***

***(b) Invest money not immediately required.”***

Investments of the Municipality shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The portfolio shall remain sufficiently liquid to enable the Municipality to meet daily cash flow demands and conform to all state and local requirements governing the investment of public funds. The preservation of principal is the foremost objective of the investment program.

The Chief Financial Officer will continue the current cash management and investment practices, which have been designed to emphasize safety of capital, sufficient liquidity to meet obligations, and the highest possible yield. Investment shall be made with care, skill, prudence and diligence. The approach must be that which a prudent person acting in a like capacity and familiar with investment matters would use in the investment of funds of like character and with like aims, to safeguard the principal and maintain the liquidity needs of the Municipality. The standard of prudence to be used by the Investment officials shall be the “prudent person” standard and shall be applied in the context of managing an overall Investment portfolio.

The Chief Financial Officer shall attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow requirement, the Municipality will not directly invest in securities maturing more than two years from the date of issue. The Municipality’s financial information system will provide adequate information concerning the cash position and investment performance. The Chief Financial Officer will not invest more than 30% of available funds with a single institution. The Minister of Finance may identify by regulation in terms of Section 168 of the Municipal Finance Management Act instruments or investments other than those referred to below in which Municipality may invest:

- Deposits with banks registered in terms of the Banks Act, 1990 (Act No. 94 of 1990);
- Securities issued by the National Government;
- Investments with the Public Investment Commissioners as contemplated by the Public Investment Commissions Act, 1984 ( Act No. 5 of 1984 );
- Listed corporate bonds with an investment grade rating from a nationally or internationally recognised credit rating agency;
- Deposits with the corporation for Public Deposits as contemplated by the Corporation for Public Deposits Act, 1984 (Act 46 of 1984);
- Banker's acceptance certificates or negotiable certificates of deposits of banks registered in terms of the Banks Act, 1990 (Act 94 of 1990);
- Municipal Bonds issued by a Municipality;
- Guaranteed endowment policies with the intention of establishing a sinking fund; and
- Repurchase agreements with banks registered in terms of the Banks Act, 1990 (Act 94 of 1990)

#### **10.8. DEBT MANAGEMENT POLICIES**

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The Municipality shall issue debt only when necessary to meet a public need and when funding for such projects is not available from current revenues, reserves or other sources. Long-term borrowing will be used to finance capital improvements as approved in the Capital Improvement Plan. Capital projects financed through the issuance of debt shall be financed for a period not to exceed the expected useful life of the project. The Municipality will not incur debt to finance current operations. Lease-purchase obligations, capital outlay notes or other debt instruments may be used as a medium-term method of borrowing for the financing of vehicles, computers, other specialized types of equipment, or other capital improvements.

#### **10.9. RISK MANAGEMENT FRAMEWORK**

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In terms of MFMA Act 56 of 2003 [section 62(1) (C) (I) "the accounting officer of a municipality is responsible for managing the financial administration of the Municipality, and must for this purpose take all reasonable steps to ensure the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control".

Risk Management is a term applied to the structured approach used to identify, measure, evaluate, treat, monitor and communicate risks associated with an activity. It enables the effects of the identified risks to an activity to be mitigated or reduced. It also provides the climate for additional opportunities for the activity once risks have been adequately counteracted. These risks have a negative impact on an entity, and if not controlled adequately, will prevent the municipality from achieving its objectives, aims and vision.

The implementation of a risk management framework will assist the municipality in the following ways:

- Improved risk awareness and culture;
- The identification of previously unrecognised risks, control gaps and excess controls;
- Leveraging competitive advantage by focusing on the key success factors;
- Improving operational efficiency;
- Enhancing stakeholder value by reducing the adverse impact of covering downside risk and maximising upside potential;
- More effective risk-based decision making; and
- Viewing risk as an opportunity rather than a threat to be avoided.

The objectives of a risk management framework are to:

- Align strategic objectives with supporting processes, risks and controls;
- Drive specific risk management and control processes to respond to the potential threats and opportunities;
- Provide a common understanding of how the municipality, its business processes and people, describe and prioritise objectives, risks and controls;
- Embed instinctive and consistent consideration of risk and reward in the day-to-day planning and achievement of objectives; and
- Provide clarity on the municipality's risk appetite - risks must be taken in the pursuit of opportunities.

### **H11. Fraud prevention plan**

Nongoma municipality is committed to protecting all its monetary, physical and human assets under its custodianship from attempts by any individual to gain a financial benefit or otherwise in an unlawful, dishonest or unethical manner.

The Fraud Prevention Committee which will be constituted as a special task team from time to time shall consist of the Mayor, Municipal Manager, Chief Financial Officer and the Head of Internal Audit will be convened on an ad hoc basis to deal with any matters that may require immediate action.

All instances of fraud, alleged fraud or similar irregularity, will be pursued by thorough investigations and if guilt is established,

- Appropriate disciplinary action will be taken against any perpetrator;
- Criminal prosecution will be initiated if appropriate;
- Civil action will be instituted if appropriate; and
- Any other appropriate legal action or remedy will be initiated.

### **11.1. Nongoma Fraud prevention strategy pillars**

- Culture and Stance against Fraud and Corruption
- Roles and Responsibilities
- Raising Vigilance
- Dealing with Fraud Allegations
- Code of Business Ethics and Conduct
- Whistle-Blowing Services

### **11.2. Fraud prevention response plan**

- **Formal Reporting Stage**

If the preliminary enquiry confirms the suspicion that a fraud has been attempted or perpetrated, management must ensure that all original documentation is preserved in a safe place for further investigation. This is to prevent the loss of evidence, which may be essential to support subsequent disciplinary action or prosecution. The facts should be reported immediately to the Manager Forensic Services. Where there is a risk of financial loss to the Municipality, the Chief Financial Officer

should also be notified.

To remove any threat of further fraud or loss, management should immediately change/strengthen procedures and if appropriate, suspend any further payments pending full investigation. The Manager Forensic Services will recommend to either the Executive Mayor or the Municipality Manager (depending on the delegated authority required under the circumstances) the appropriate course of action, which may include a full formal investigation. The scope of the investigation should be determined by Forensic Services, in line with the System of Council Delegations. Should Forensic Services advise that further expertise is required, eg Attorneys, Forensic Accountants/Investigators, the Manager Forensic Services will engage the appropriate assistance together with the appropriate project management of same.



### 11.3. Responding Effectively to Fraud when it Occurs

- Depending on the significance of the fraud, the fraud investigation process involves some or all of the following:
  - Ensuring that the actions to take if fraud is discovered are clearly described in the organisation's Fraud Response Plan.
  - The Manager Forensic Services providing the direction for any fraud investigation. This includes the decision to conduct an investigation whether in house or on a co-sourced basis.
  - Establishing clear terms of reference for the investigation.
  - Appointing a Forensic Practitioner to take charge of the investigation.
  - Setting up a mechanism to report on progress of the investigation to appropriate senior levels of management as and when required to do so.
- 
- Controlling the investigation and ensuring that it (complies and) meets its objectives.
  - The overall investigation process involves:
    - o Maintaining confidentiality;
    - o Recovering assets;
    - o Forensic investigations and protection of evidence;
    - o Interviewing witnesses and dealing with employees under suspicion;
    - o Controlling police involvement;
    - o Managing civil proceedings in conjunction and under the auspices of the Legal Department;
    - o Liaising with experts and regulators;
    - o Preparing media statements; and
    - o Reporting progress and findings to senior management.
- 
- Ensuring that effective controls are in place to preserve all forms of evidence. This *is* a key factor if the fraudsters to be prosecuted successfully as evidence must be legally admissible in court.
  - Making recommendation at an early stage on the action to be taken with persons under suspicion and whether suspension or dismissal is necessary in consultation with the Industrial Relations Department. Arrangements for interviewing suspects must be made and if criminal proceedings are initiated the Police must be involved.
  - Adhering to a "fair and reasonable" approach in interviews at all times.
  - Setting up adequate measures to protect the business throughout the investigation process particularly when issuing statement to the media.

- Initiating a thorough review of all operating procedures in areas affected by the fraud. Comprehensive reports on the findings and recommendations must be presented to management on completion of the investigation.

- **Liaison with the South African Police Service**

The Manager Forensic Services should ensure that legal and/or police assistance is sought where necessary.

- **Post Event Action**

Where a fraud, or attempted fraud, has occurred, management must make any necessary changes to systems and procedures to ensure that similar frauds or attempted frauds will not recur. Internal Audit is available to offer advice and assistance on matters relating to internal control, if considered appropriate.

- **Communication**

The following communications may be observed:

- The Forensic Department may communicate in the appropriate media and/or forum, as determined by the Manager Forensic Services, the outcome of disciplinary, criminal and civil hearings resulting from a forensic investigations; and
- This Fraud Response Plan should be reviewed annually to determine whether it needs to be updated and if so, changes should be circulated throughout the organisation.

- **Reporting Arrangements**

The Municipality's Audit Committee should be kept informed on a quarterly basis of the developments of the prioritised investigations within the municipality.

## **CONCLUSION**

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A serious developmental need exists within the Nongoma Municipal area. The community and its leadership have worked tirelessly to ensure that these developmental needs have been recognised

and prioritised within the IDP. Mandated Provincial Government, other National Departments have been equally cooperative in ensuring that The Nongoma Municipality will succeed in its efforts to uplift its community.

Officials and staff of The Nongoma Municipality will ensure that the elmarmata of Nongoma will be held high, and that Nongoma and its community will benefit from the effort of all concerned.

## **H12. NONGOMA BUDGET FOR THE 2012/13 FINANCIAL YEAR**

### **12.1. INCOME FOR THE NONGOMA MUNICIPALITY**

The following table summarises the revenue sources for the Nongoma Municipality within the next three years.

<b>CONSOLIDATED</b>	<b>2012/13 Budget Estimate</b>	<b>2013/14 Budget Estimate</b>	<b>2014/15 Budget Estimate</b>
<b><i>Income</i></b>			
Properties Rates	7 137 068	7 522 470	7 928 683
Properties Rates Foregone	(714 563)	(753 150)	(793 820)
Penalty Interest	1 285 391	1 354 802	1 427 961
Equitable Share	72 001 000	77 416 000	84 334 000
Provincial Grants	496 000	620 000	853 000
National Treasury Grants – Operating	23 300 000	27 650 000	2 700 000
Zululand District Municipality Grant – Tourism	50 000	50 000	50 000
Miscellaneous	-	-	-
Rates Clearance Certificates	177	187	197
Interest	456 300	480 940	506 911
Refuse Removal	1 567 669	1 652 323	1 741 549
Traffic Fines	81 228	85 614	90 237
Licencing	2 807 280	2 958 873	3 118 652
Market Stall Rentals	324 000	341 496	359 937
Lost Books	1 442	1 520	1 602
Sundry Income	621 148	654 690	690 043
<b><i>Total Income</i></b>	<b>109 414 140</b>	<b>120 035 765</b>	<b>103 008 952</b>

### **12.2. INCOME RECEIVED FROM GRANTS**

The following table summarises the revenue received from grants for the Nongoma Municipality over the next three financial years:

# **EQUITABLE SHARE & CONDITIONAL GRANTS**

## **NATIONAL GRANTS:**

### **Details**

### **Equitable share:**

Exchequer

	2012/13	2013/14	2013/15
	Estimate	Estimate	Estimate
	<b>72 001 000</b>	<b>77 416 000</b>	<b>84 334 000</b>

## **National Conditional Grants:**

Integrated National Electricity Programme  
Municipal Infrastructure Grant  
Neighbourhood Development Partnership Grant

	<b>20 000 000</b>	<b>25 000 000</b>	-
	<b>25 314 000</b>	<b>26 703 000</b>	<b>28 247 000</b>
	<b>20 554 000</b>	<b>10 000 000</b>	<b>2 648 000</b>

Neighbourhood Development Partnership Grant – Tech  
Local Gov & Fin Mang Grant  
Municipal Systems Improvement Grant

	-		
	<b>1 500 000</b>	<b>1 750 000</b>	<b>1 750 000</b>
	<b>800 000</b>	<b>900 000</b>	<b>950 000</b>
	<b>68 168 000</b>	<b>64 353 000</b>	<b>33 595 000</b>

## **INCENTIVES ( Capital)**

EPWP Grant

	<b>1 000 000</b>		
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## **PROVINCIAL GRANTS:**

### **Provincial Conditional Grants:**

IDP Assistance - - 200 000  
Property Rates Grant  
Community Library Services 101 000 106 000 111 000

Infrastructure 150 000 - -  
Provincialisation of Libraries 245 000 514 000 542 000  
**Total Provincial Grants** **496 000** **620 000** **853 000**

## **ZULULAND DISTRICT MUNICIPALITY**

Tourism Grant 50 000 50 000 50 000

**TOTAL GRANTS** **141 715 000** **142 439 000** **118 832 000**

## **TOTALS incl Prov**

Operational 73 547 000 78 086 000 85 237 000  
Capital 65 868 000 61 703 000 30 895 000  
**139 415 000** **139 789 000** **116 132 000**

## **GRANTS IN KIND**

Integrated National Electrification Programme Eskom **28 608 000** **8 053 000** **25 585 000**

Rural Households Infrastructure Grant **10 000 000** **6 000 000** -

<b>38 608 000</b>	<b>14 053 000</b>	<b>25 585 000</b>
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## **Summary of Allocations**

Total National Grants per (Dora Bill)	<b>178 777 000</b>	<b>155 822 000</b>	<b>143 514 000</b>
Total Provincial Grants per (Dora Bill)	496 000	620 000	853 000
Zululand District Municipality	50 000	50 000	50 000
<b>Total Revenue</b>	<b>179 323 000</b>	<b>156 492 000</b>	<b>144 7 000</b>

## 12.3. EXPENDITURE

### (i) TOTAL GENERAL EXPENSES PER VOTE

The following table summarises the expenditure per vote (General Expenses) for the next three years.

CONSOLIDATED	2012/13 Budget Estimate	2013/14 Budget Estimate	2014/15 Budget Estimate
<b>General Expenses</b>			
Pauper Burials	158 400	166 954	175 969
Debts Collection	1 000 000	1 054 000	1 110 916
HIV/Aids	800 000	843 200	888 733
Public Participation	1 000 000	1 670 000	1 760 000
Advertising & Recruit	308 102	324 740	342 276
Audit Fees	1 025 000	1 080 000	1 138 000
Internal Audit Fees	252 000	265 608	279 951
Catering & Refreshment	347 744	366 522	386 314
Sports	946 861	1 000 832	1 054 877
Tourism	-	-	-
Legal Fees	667 265	703 298	741 276
Amortisation	97 995	97 995	103 287
Transport	388 686	409 691	431 814
Printing & Stationery	659 262	694 910	732 435
Rentals	-	-	-
Depreciation	3 200 988	3 373 842	4 556 029
Impairment	-	-	-
Ward Committees	544 000	573 000	604 000
Conference & Seminars	467 026	492 340	518 927
Subsistence & Transport	2 000 000	2 272 921	2 395 658
Teas & Cleaning	289 420	305 049	321 521
Telephone	479 751	505 657	532 963
Disasters	833 000	883 000	930 000
Insurance	526 982	555 439	585 432
Bank Charges	183 069	192 955	203 375
Training	944 652	995 663	1 049 429
Interest Paid	2 219 739	2 213 220	2 408 652
Subscription	415 561	438 002	461 654
Disabled Persons	528 000	556 512	586 564
Software & Licences	476 890	502 642	529 784
Professional Fees	1 725 000	1 818 626	1 916 831
Small Tools	68 514	72 380	76 288
Protective Clothing	335 791	354 241	373 370
Stores & Materials	134 254	141 551	149 195
Contractors	2 448 012	2 587 549	2 727 276
Security	1 876 512	1 977 844	2 084 647
Fuel	472 666	498 190	525 092

Water and Electricity	440 035	463 797	488 842
Rentals	1 398 813	1 474 349	1 553 964
Provision for Bad Debts	922 705	673 471	369 397
IDP Planning	1 500 000	1 670 000	1 760 000
LED Projects	2 000 000	2 226 000	3 500 000
Neighbourhood	421 000	468 583	493 887
Landfill site rehabilitation cost	-	-	-
Post retirement medical benefit cost	-	-	-
Youth Development	500 000	790 247	832 920
Integrated National Electricity Programme	20 000 000	25 000 000	-
Shared Services	350 000	368 900	388 821
<b>Sub Total</b>	<b>55 353 694</b>	<b>63 123 715</b>	<b>42 70 364</b>

#### 12.4. SALARIES AND WAGES

The following table indicates the salaries and wages as of the staff and council remuneration as a percentage of the total operating and capital budget.

	<b>2012/13 Budget Estimate</b>	<b>2013/14 Budget Estimate</b>	<b>2014/15 Budget Estimate</b>
<i><b>Expenditure</b></i>			
<i><b>Salaries, Wages and Allowances</b></i>			
Salaries , Wages	32 033 791	33 859 717	35 789 721
Travel Allowances	3 078 164	3 253 619	3 439 076
Overtime	2 358 134	2 492 548	2 634 623
Pension Contribution	6 401 633	6 766 526	7 152 218
Medical Contribution	1 763 146	1 863 645	1 969 873
Bonus	2 429 701	2 568 194	2 714 581
UIF	247 605	261 718	276 636
Skills Levy	315 628	333 619	352 635
Bargaining Council	41 142	43 487	45 966
Housing Allowances	21 699	22 937	24 244
Other Allowances	2 966 197	3 135 270	3 313 981
<b>Sub Total</b>	<b>51 656 840</b>	<b>54 601 281</b>	<b>57 713 554</b>

## 12.5. CAPITAL EXPENDITURE

The following table summarises the capital expenditure for the municipality for the next three years.

<b>CONSOLIDATED</b>	<b>2012/13 Budget Estimate</b>	<b>2013/14 Budget Estimate</b>	<b>2014/15 Budget Estimate</b>
<b><i>Repairs &amp; Maintenance</i></b>			
Buildings	1 236 815	1 303 603	1 373 998
Plant and equipment	211 367	223 284	235 341
Computers	89 760	94 607	99 716
Roads Maintenance	2 248 200	2 376 347	2 504 670
Vehicles	1 373 487	1 449 990	1 528 289
<b>Sub Total</b>	<b>5 159 629</b>	<b>5 447 831</b>	<b>5 742 014</b>
<b>Total operating expenditure</b>	<b>112 170 162</b>	<b>123 172 827</b>	<b>105 525 932</b>
<b>Surplus before capital transfers</b>	<b>(2 756 023)</b>	<b>(3 137 062)</b>	<b>(2 516 980)</b>
<b><i>Capital Transfers Recognised</i></b>			
Municipal Infrastructure Grant	25 314 000	26 703 000	28 247 000
Municipal Infrastructure Grant	-	-	-
Neighbourhood Development Partnership Grant-NDPG	20 554 000	10 000 000	2 648 000
Neighbourhood Development Partnership Grant-Technical	-	-	-
<b>Sub Total</b>	<b>45 868 000</b>	<b>36 703 000</b>	<b>30 895 000</b>
<b>Surplus after capital transfers</b>	<b>43 111 977</b>	<b>33 565 938</b>	<b>28 378 020</b>

## H13. SDBIP

Section 1 of the Municipal Finance Management Act (NO. 56 of 2003) defines the SDBIP as:

“a detailed plan approved by the mayor of the municipality in terms of section 53(1 (c)  
(ii) for implementing municipality’s Delivery of services and the execution of its annual budget and which must include (as a part of the Top-layer) the following:

**(a) Projections for each month of-**

- (i) Revenue to be collected, by source: and
- (ii) Operational and Capital expenditure, by vote

**(b) Service delivery target and performance indicators for each quarter**

The municipal manager is responsible for the preparation of the SDBIP, which must be legally submitted to the mayor for approval once the budget has been approved by the council (around end-May or early-June). However, the municipality manager should start the process to prepare the top-layer of the SDBIP no later than tabling of the budget (around March or earlier) and preferably submit draft SDBIP to the mayor by 1 May (for initial approval). Once the council approves the budget, the municipality manager should merely revise the approved draft SDBIP, and submit for final approval within 14 days after the approval of the budget. The mayor should therefore approve the final SDBIP and performance agreements simultaneously, and the make the SDBIP and performance agreement of the municipality manager public within 14 days, preferably before 1 July. Note that it is only the top layer (of high-level) detail of the SDBIP that is required to be made public.

It is the output and goals made public in the SDBIP that will be used to measure performance on a quarterly basis during the financial year. Note that such in-year monitoring is meant to be light form of monitoring. The council should reserve its oversight role over performance at the end of financial year, when the mayor tables the annual report of the municipality. The in-year monitoring is designed to pick up major problems only, and aimed at ensuring that the mayor and municipal manager are taking corrective steps when any unanticipated problems arise. The SDBIP serves a critical role to focus both the administration and council on output by clarity of service delivery expectations, expenditure and revenue requirements, and service delivery target and performance indicators.



The SDBIP provides the vital link between the mayor, council and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community. A properly formulated SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council. It enables the municipal manager to monitor the performance of senior managers, the mayor to monitor the performance of the community to the performance of the municipality. The SDBIP should therefore determine (and be consistent with) the performance agreements between the mayor and the municipal manager and the senior managers determined at the start of every financial year and approved by the mayor. It must also be with outsourced service delivery agreement such as municipal entities, public-private partnerships, service contracts and the like.

Municipal managers are encouraged to develop the SDBIP concept further so that it is meaningful and useful to managers. Many municipal managers will already have some form of management plan and the challenge is to develop such management plans as SDBIP.

Whilst the budget sets yearly service delivery and budget target (revenue and expenditure) it is imperative that in-year mechanisms are able to measure performance and progress on a continuous basis. Hence, the end-year target must be based on quarterly and monthly targets, and municipal manager must ensure that the budget is built around quarterly and monthly information. Being a start of the year planning and target tool, the SDBIP gives meaning to both in-year reporting in terms of section 71(monthly reporting), section 72 (mid-year report) and of year annual reports.

The SDBIP is essentially the management and implementation tool which sets in year information, such as quarterly services delivery and monthly budget targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resource to be used. The SDBIP indicates the responsibilities and outputs for each of the senior managers in the top management team,

the inputs to be used, and the time deadlines for each output. The SDBIP will therefore determine the performance agreement of the municipal manager and senior managers, including the output and deadlines for which they held responsible. The SDBIP should also provide all expenditure information

(for capital projects and services) per municipal ward, so that each output can be broken down per ward, where this possible, to support ward councillors in service delivery information.

The SDBIP is also a vital monitoring tool for the mayor and council to monitor in-year performance of the municipal manager and for the municipal manager to monitor the performance of all managers in the municipality within the financial year. This enables the mayor and the municipal manager to be pro-active and take remedial steps in the event of poor performance. The SDBIP aims to ensure that managers are problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible. The SDBIP also enables the council to monitor the performance of the municipality against quarterly targets on service delivery.

Being a management and implementation plan (and not policy proposal), the SDBIP is not required to be approved by the council-it is however tabled before council and made public information for the purpose of monitoring. The SDBIP should be seen as a dynamic document that may ( at lower layers of the plan) be continually revised by the municipal manager and other top managers, as actual performance after each month or quarter is taken into account. However, the top layer of the SDBIP and its targets cannot be revised without notifying the council, and if there is to be changes in service delivery targets and performance indicators, this must be within the approval of council, following approval of an adjustment budget

(Section 54(1)(c) of MFMA), This council approval is necessary to ensure that the mayor or municipal manager do not revise service delivery targets downwards in the event where there is poor performance.

### **13.2. Timing and Methodology for the Preparation of the SDBIP.**

Section 69(3) (a) and (b) of the MFMA requires the accounting officer to submit a draft SDBIP to the mayor no later than 14 days after the approval of the budget and drafts to the performance agreement as required in terms of section 57 (1) (b) of the Municipal System Act. The mayor in accordance with section 53(1)(c)(ii) of the MFMA.

These are the legal requirements and deadline limits to assist a municipality to comply with the law-however, best practice suggests that this be done earlier by municipalities, starting with senior managers to draw up their second layer departmental SDBIP in the early stages of the planning and budget preparation process in line with the strategic direction set in the IDP. The mayor and municipal manager should lead this process.

The municipality should ideally publish its draft SDBIP with its draft budget. Or soon after as supporting documentation to assist its budget hearing process normally held at the end of March or in April. As noted above, the SDBIP should be submitted to the mayor by 1 May at the least. If the draft SDBIP is to be provided for the budget hearing, the municipality may want to bring this date forward, or provide departmental SDBIPs as supporting information to the relevant committee around the end of March. In this case, the mayor will need to approve such department or draft SDBIP by mid-March, it should be noted that it is up to the municipality to determine extra detail, and whether they wish to bring forward their deadlines for submission and approval. A municipality could also opt to have a high level SDBIP complete with ward break-down for tabling and publication, but may also in addition make available lower layer departmental SDBIPs and other information as requested by council.

With careful planning of the budget process it may be possible for the mayor to approve the SDBIP in less 7 days after the council approves the budget, legally to take account of possible revisions to the budget; the act allows for this to occur not later than 28 days after budget approval.

The SDBIP is a key management implementation and monitoring tool, which provides operational content to the end of the service delivery targets, set in the budget and IDP. It determines the performance agreements for the municipal manager and all top managers, whose performance can then be monitored through section 71 monthly reports, evaluated through the annual report process

## SECTION I: OPMS

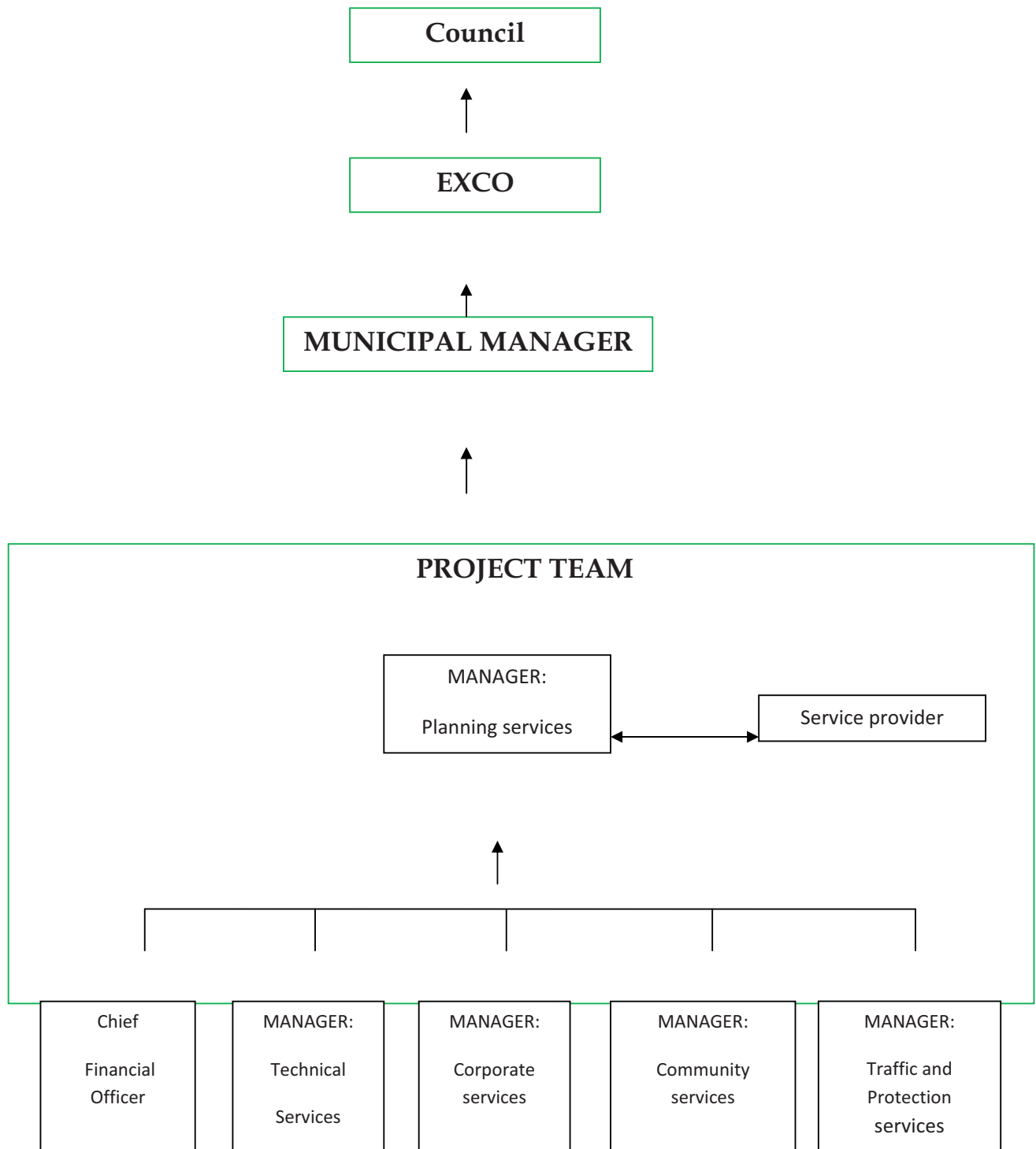
### **I.1. MUNICIPAL PMS STRUCTURES**

#### **1.1. DELEGATION OF PMS RESPONSIBILITY**

According to the Municipal systems Act, it is the executive committee of the municipality that must manage the development of the municipality's management performance system. This act however allows for the assigning of this responsibility to the municipal manager who will submit the proposed system to the council for adoption. In the case of NLM the mayor has duly delegated the municipal manager to manage the development of the council's PMS and submit the proposed PMS to council for adoption. The municipal has in turn appointed a service provider to review the IDP, develop the PMS and develop the SDBIP that is aligned to the municipal IDP and budget.

#### **1.2. INTERNAL PMS INSTITUTIONAL ARRANGEMENT**

The municipality has resolved on setting up a project team led by the municipality's IDP Manager. The team shall be composed of the CFO, manager corporate service and manager community services. The project team activities are facilitated by the appointed service provider who will draft the PMS in consultation with the project team and later present it to the municipal manager who will submit it to the executive committee for ratification and later to the council for adoption. The following is therefore a structural presentation of the NLM PMS institutional arrangement:



### 1.3. PMS stakeholder matrix

STAKEHOLDERS	ROLES AND RESPONSIBILITIES			
	PLANNING	IMPLEMENTATION	MONITORING	REVIEWING
<b>Citizens and Communities:</b> <ul style="list-style-type: none"> <li>• NGO's</li> <li>• CBO's</li> <li>• Businesses</li> <li>• Ward committees</li> </ul>	<ul style="list-style-type: none"> <li>• Be consulted on needs</li> <li>• Influence the identification of priorities</li> <li>• Influence the choice of indicators and setting of targets</li> </ul>		Be able to monitor and audit performance against commitments	Be given the opportunity to review municipal performance and suggest new indicators and targets.
<b>Councillors</b> <ul style="list-style-type: none"> <li>• Ward councillors</li> <li>• PR councillors</li> <li>• Portfolio committees</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate the development of a long term vision</li> <li>• Develop strategies to achieve the vision</li> <li>• Identify priorities</li> <li>• Adopt indicators and set targets</li> </ul>		Monitor municipal performance from different areas	Review municipal performance and the performance of the executive committee
<b>Executive committee</b> <ul style="list-style-type: none"> <li>• Portfolio heads</li> <li>• Managers</li> </ul>	<ul style="list-style-type: none"> <li>• Play a leading role in the provision of the strategic direction and policies for the organisation</li> <li>• Manage the development of the IDP</li> <li>• Identify indicators and set targets</li> <li>• Communicate the system to other stakeholders</li> </ul>		Monitor the performance of the municipality and commission audits of performance where necessary	Conduct the reviews of the municipal performance
<b>MANCO</b> <ul style="list-style-type: none"> <li>• Managers</li> </ul>	<ul style="list-style-type: none"> <li>• Assist the executive committee in providing the direction of the municipality and developing strategies and policies.</li> <li>• Manage the development of the IDP</li> <li>• Ensure the integration of the plan</li> <li>• Identify indicators and set targets</li> <li>• Communicate the system to other stakeholders</li> </ul>	Manage the implementation of the IDP	Regularly monitor the implementation of the IDP  Intervene in performance problems	Conduct regular reviews of performance  Organise reviews at a political level  Ensure availability of information  Propose response strategies
<b>Sector managers</b> <ul style="list-style-type: none"> <li>• Heads of departments</li> </ul>	Develop sector plans for integration with other sectors within the strategy of the organisation.	Implement the IDP	Measure performance according to agreed indicators, analyse and report regularly	Conduct reviews of sectoral and team performance against plan before executive reviews.
<b>Employees</b>	Contribute ideas to the IDP Align personal goals and plans with those of the organisation.	Implement the IDP and fulfil personal plans	Monitor own performance continuously	Participate in the review of own performance

#### **1.4. PMS STAKEHOLDER PARTICIPATION STRUCTURE**

The municipal PMS participation structure shall be the **IDP Forum** which shall be composed as follows:

- Citizens and communities
- Councillors
- Management committee
- Provincial sector departments
- ZDM
- Service providers

#### **1.5. PERFORMANCE MANAGEMENT FRAMEWORK**

##### **1.5.1. INTRODUCTION**

The Municipal Systems Act requires all municipalities to develop a performance management system that is suitable for own dynamics. A performance management system refers to a framework that describes and represent how the municipality's cycle and processes of performance, planning, monitoring, measurement, review and reporting will happen and be organised and managed while determining the roles of different stakeholders.

According to the local government municipal planning and performance management regulation of 2001, the system of managing performance must of the following nature:

It must,

- Comply will all the requirements of the Act.
- Demonstrate how it is to operate and be managed from the planning stage up to the stages of review and reporting.
- Define the roles and responsibilities of each role player.
- Clarify the process of implementing the system within the framework of the IDP process.
- Determine the frequency of reporting and the lines of accountability for performance.
- Link the organisational performance to employee performance.
- Provide for the procedure by which the system is linked with the municipality's IDP process.
- Show how the prescribed general KPI's will be incorporated into the planning and monitoring processes.



### **1.5.2. PMS GUIDELINES**

1. Nongoma Local Municipality views Performance Management (PM) as an organisational process as it is an integral part of the municipality's process and it revolves around teamwork amongst management and employees in order to achieve the organisations goals.
2. The focus of performance management in Nongoma Local Municipality is on creating a correlation amongst its people and between them and the municipality as a whole, its vision, mission, strategic objectives and values. The organisation's managers are therefore required to support people to work together to achieve shared vision and strategic objects.
3. Nongoma Local municipality recognises the competencies and standards as the drivers of the process of achieving performance, results and development. As such managers and employees are required to identify and define the competencies and standards to steer the work unit, teams, and individuals to produce superior performance, and foster a learning climate conducive to continuous development.
4. It is the judgment of the municipality that will be the most important factor in determining competence and performance ratings as opposed mathematical calculations which cannot be a substitute for the use of good judgment and common sense when it comes to performance assessments
5. Nongoma local municipality mandates a clear, consistent, and visible involvement by EXCO and managers in performance measurement and management.
6. Effective and open communication of organisational goals by all levels of management and employees is mandatory for the sake of achieving them.
7. Nongoma local Municipality mandates that performance Measures must be linked to performance planning and assessment for all individuals
8. Nongoma Local municipality further mandates that Targets must be linked to appraisal and assessment.
9. In the Nongoma local Municipality the results, and progress toward achieving outputs and results, will be openly shared/communicated with employees, customers, and stakeholders by EXCO and managers.

10. In the Nongoma local municipality performance measurement results will be used to effect continuous performance change and improvement
11. Managers are to be trained to take responsibility to implement a formal performance management system.
12. Section 57 employees are mandated to sign a performance agreement within 30 days after the beginning of each financial year.

**NB: Nongoma Organisational score card will be included in the final IDP document**

#### **1.6. PERFORMANCE MONITORING**

Nongoma Local Municipality resolves on utilising the monthly planning and reporting system as main monitoring system for the municipality. Each department will prepare its monthly plan that is aligned to a departmental year plan and performance targets as set in the PMS score card. At the end of each month each department will be expected to submit to the Monitoring and evaluation unit its performance report for the month. In this manner the municipality will be able to identify areas of underperformance as early as possible in order to provide corrective measures where they are due. The municipality shall therefore have monthly EXCO meetings where monthly plans and reports for each department are presented and approved upon alignment with the municipal yearly implementation plan. Upon approval, the monitoring and evaluation unit will then consolidate them into monthly plans and reports. Reports on municipal performance shall be presented by the monitoring and evaluation unit once a quarter to full council of the municipality.

#### **1.7. PERFORMANCE MEASUREMENTS**

Nongoma local municipality shall execute its performance measurements once in every quarter. This responsibility is also entrusted with the monitoring and evaluation of the municipality. The performance measurement system shall look into areas of costs and resources used to produce the intended outputs and also the extent to which the activities of the municipality produced the intended outputs. It should also measure the improvement brought by the outputs within and outside the municipality. The performance management system will then look into the correctness of the strategy and indicators, the resources spent results on internal processes and impact on the society. At the completion of the performance measurements the monitoring and evaluation unit will then conduct an analysis of the measurements to determine whether performance targets are being met and the reasons for targets not being met. The municipality shall set up an internal performance management auditing committee which shall perform its audit duties once a quarter before the reporting to full council is done.

### **1.8. PERFORMANCE REPORTING**

The reporting on performance shall be conducted as follows:

<b>Reporting by</b>	<b>Reporting to</b>	<b>Frequency</b>
Employees	Line managers	Monthly
Line managers	M and E	Monthly
Line managers and M& E	EXCO	Monthly
Line managers	Portfolio committees	Bi monthly
M& E, EXCO	Full council	Quarterly
Municipality	Communities	Annually

### **1.9. PERFORMANCE REVIEW**

Performance review is the process where the organisation assesses whether it is doing the right thing, doing it right and better or not. According to the planning and performance management a regulation as adopted in 2001, each municipality is expected to review its key performance indicators annually as part of the performance review process. The performance review must identify the strengths, weaknesses, opportunities and threats of the municipality in meeting key performance indicators.

For the current financial year the municipality of Nongoma will utilise two processes in reviewing its PMS. The municipality will firstly compare this year's performance with that of the previous years. The second system will be that of looking at what the people that the municipality services think about the performance of the municipality across a range of services.

### **1.10. ANNUAL REPORT**

The Annual Report for the 2010/11 financial year has been prepared by the municipality using National Treasury guidelines. The AG comments and action plan in response to the AG comments. The action plan that aims at addressing the AG's comments will also be included in the final IDP document.

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS1	Infrastructure & Service Development	Sports fields	To promote access to community facilities	Functional Sportsfield (Ward 15 & 16)	% & No. of Sportsfields Constructed	-	-	100%	25%	50%	75%	100%	Director Technical	R6 641 356.00
								Completed 2 Sports fields constructed	Completed 2 Sports fields constructed	Completed 2 Sports fields constructed	Completed 2 Sports fields constructed	Completed 2 Sports fields constructed		
OS2		Creche / Community Halls		Functional Creche / Community Halls (Mnqganga shaneni & Kwampunzana)	% & No. of Creche / Community Halls Constructed	-	-	100%	25%	50%	75%	100%	Director Technical	R7 355 736.00
								Completed 2 Community Halls constructed	Completed 2 Community Halls constructed	Completed 2 Community Halls constructed	Completed 2 Community Halls constructed	Completed 2 Community Halls constructed		

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS3	Infrastructure & Service Development	Nongoma Road Master Plan	To reduce infrastructural backlogs	Updated Road related data	Completed & Adopted Nongoma Road Master Plan			Completed & Adopted Nongoma Road Master Plan	Draft Nongoma Road Master Plan	Completed & Adopted Nongoma Road Master Plan	N/A	N/A	Director Technical	R600 000
OS4		Water & Sanitation	To facilitate the provision of infrastructural services of water, sanitation, housing and electricity	Increased participation in the ZDM meetings by Nongoma Representative	No. of reports submitted to Council			4 reports per annum	1	1	1	1	1	Director Technical

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011 / 2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS5	Infrastructure & Service Development	Roads	To reduce infrastructural backlogs	New Municipal roads construct	No. of Km's of Tar  (Rehabilitation on R66, Nongoma Bypass & ABSA Link Rd)	-	-	100% Construction for ...KM of Tar				100% Construction for ...KM	Director Technical	R19 150 000
					No. of Km's of Gravel  (Ezidwaneni, S'dinsi, Mfanela, Ekuvukeni & Msweli Rds)	-	-	100% Construction for ...KM of Gravel	-	-	-	100% Construction for ...KM	Director Technical	

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS6	Infrastructure & Service Development	FBE	To facilitate the provision of free basic services to indigent household	Households with access to free basic electricity	Number & % of households with access to FBE	-	-	100% HH's within the Indigent Register	100% HH's with in the Indigent Register	100% HH's with in the Indigent Register	100% HH's within the Indigent Register	100% HH's within the Indigent Register	Community Services	-
OS7														
								4 reports submitted to council	1	1	1	1	Technical Director	R20 000 000
													Director Technical	
								100% of the HH's of the target wards				100% of the HH's of the target wards		

OS8			Facilitate the provision of alternative source of energy		No. of funding application compiled & submitted	-	-	4	Fundi ng applic ations compi led & submi tted	1	1	1	1	1	Technical Services	-
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NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011 / 2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS9	Infrastructure & Service Development	EPWP	Ensure receipt, monitoring and reporting of EPWP		No. of reports submitted to Public works & funding received	-	-	4	1	1	1	1	Technical Services	R1 000 000
					No. of EPWP/CWP Projects			11	3	3	3	2	Technical Services	-
		Community Satisfaction			Prepare Community Satisfaction Report			N/A	N/A	N/A	N/A	Completed Community Satisfaction Report	Community Services	-

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS10	Infrastructure & Service Development	Housing	To increase the number of communities with access to formal housing	Implemented & Facilitated Housing Sector Plan	Reviewed Nongoma Housing Sector Plan	Outdated Nongoma Housing Sector Plan	-	Completed Reviewed Nongoma Housing sector Plan	Completed Reviewed Nongoma Housing sector Plan	N/A	N/A	N/A	Community Services	-
								4 reports submitted to Council	1	1	1	1	Community Services	-

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS11	Infrastructure & Service Development	Waste Management	To ensure that waste is collected from all Nongoma households at least once per week	Clean environment with access to refuse removal	No. of households with access to refuse removal	2 250 HH's	32 750 HH's	3 502 HH's	2 563 HH's	2 876 HH's	3 189 HH's	3 502 HH's	Community Services	-
			Functional landfill site	No. of registered landfill site	-	1 registered landfill site	N/A	N/A	1 registered landfill site	N/A	Community services	-		
		Social Infrastructure Projects	To promote access to community facilities and welfare services	Well managed & maintained council facilities	No. of social infrastructure projects completed	-	-	5	1	2	1	1	Community Services	R22 997 092

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS12	Infrastructure & Service Development	Disasters	To protect property and life against identified disasters.	Safe communities	Prepare Disaster Management Plan	-	-	Completed Disaster Management Plan	N/A	Completed Disaster Management Plan	N/A	N/A	Protection & traffic Department	R833 000
					% of preparedness on disaster management	-	-	100%	25%	50%	75%	100%	Protection & traffic Department	
		Learner Drivers License	To ensure community safety		% of learner driver licenses issued against the bookings received	-	-	100%	100%	100%	100%	100%	Protection & traffic Department	-

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013															
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication	
								Target	Q1	Q2	Q3	Q4			
OS13	Good Governance & Community Participation	Youth Development	To ensure continuous and structured consultation with the youth	Effective Youth Council	No. of Council meetings held with the Youth Council	-	-	4 Youth Council Meetings per annum	1	1	1	1	1	Community Services	R500 000
			To develop, adopt and facilitate programme as aimed at developing the youth skills, talents and abilities through the provision of learnerships and financial support for scarce skills development as well as improvement of	Increase in no. of trained young people	No. of young people trained & skills areas	-	-	200	50	100	150	200	Community Services		

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NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS14	Good Governance & Community Participation	Youth Development	To improve the general health and welfare of the youth and the society at large.	Improved health & welfare conditions	No. of Health & Campaigns held		-	1	N/A	N/A	1	N/A	Community Services	-
			Number of young people who benefited from the municipality tenders		-	20	5	10	15	20	Community Services	Number of young people who benefited from the municipality tenders	-	
		Sport & Recreation	5. To promote access to community facilities and welfare services	Effective Community participation	No. of sport & recreation events conducted			2	N/A	1	N/A	1	Community Services	R946 861

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Budget	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS15	Good Governance & Community Participation	Security	To improve the safety and security through fostering community involvement	Safe and secured community	No. of Safety & Security Campaigns held		-	1	N/A	1	N/A	N/A	Protection & traffic Department	R1 876 512



NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS16	Good Governance & Community Participation	IDP Planning	To promote sound external and internal communication	Reliable and credible IDP	Yes	2011/12 IDP	-	Yes	N/A	N/A	N/A	Yes	Municipal Manager	R1 500 000.
					Date of review	-	-	Mar 2013	N/A	N/A	Mar 2013	N/A	Municipal Manager	
					Date adopted	-	-	30 May 2013	N/A	N/A	N/A	30 May 2013	Municipal Manager	
					No. of IDP RF Meetings	-	-	4	1	1	1	1	Community Services	
OS17		Council Meetings		Effective Council	No. of Council Meetings Held	Council is in place	-	4 Meetings Per Annum	1	1	1	1	Corporate Services	-
OS18		EXCO		Effective EXCO	No. of EXCO meetings Held	EXCO is in place	-	12 Meetings	3	3	3	3	Municipal Manager	-



NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS21	Good Governance & Community Participation	Annual Report	To promote Access to Information and accountability	2011/12 Annual Report	Date Tabled to Council (2011/12 Annual Report)	2010/11 Annual Report is In place	-	31 Jan 2013	N/A	N/A	31 Jan 2013	N/A	Corporate Services	-
		Newsletter		Well distributed Newsletter	Quarterly published newsletter	-	4 additions of newsletter per annum	1	1	1	1	Corporate Services	-	
		Radio Interviews		Well informed municipality	Number of radio interview slots secured	-	8	6	6	6	6	Corporate Services	-	

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS22	Good Governance & Community Participation	Disabled Persons	To ensure that the interest/programme of the special groups are facilitated and supported	Increased participation from special groups	No. of consultation meetings held with women & Disabled people	-	-	2	N/A	1	N/A	1	Community Services	R528 000
OS23		Oversight Report	Effective oversight role	Quarterly prepare Oversight Report	-	-	4	1	1	1	1	1	Corporate Services	-

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS24	Good Governance & Community Participation	PLD's	To promote Access to Information and accountability	Improved community participation	No. of consultation meetings & programmes held with the PLD's	-	-	2	N/A	1	N/A	1	Community Services	-
OS25		Public Accounts committee		Effective Public Accounts Committee	Establish Public Accounts Committee	-	-	Establish Public Accounts Committee	Established Public Accounts Committee	N/A	N/A	N/A	Community Services	-

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Balog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS26	Good Governance & Community Participation	Internal Audit	To promote Access to Information and accountability	Effective Internal Audit Committee	Establish Internal Audit Committee	-	-	Established Internal Audit Committee	Established Internal Audit Committee	N/A	N/A	N/A	Community Services	R252 000
OS27		HIV / AIDS						To reduce the occurrence and impact of HIV/AIDS to the communities	Knowledgeable communities	No. of awareness campaigns held	-	1	N/A	
				Increased fight against HIV / AIDS	Prepare HIV / AIDS Strategy	-	-	Completed HIV / AIDS Strategy	N/A	Completed HIV / AIDS Strategy	N/A	N/A	Community Services	

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS28	Good Governance & Community Participation	HIV / AIDS	To reduce the occurrence and impact of HIV/AIDS to the communities	Increased fight against HIV / AIDS	No. of Condoms distributed	-	-	8000	2000	4000	6000	8000	Community Services	-
					No. of staff trained on HIV / AIDS			6	N/A	6	N/A	N/A	Community Services	-

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2010/2011	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS29	Municipal Transformation & Institutional Development	Human Resource Management	To create a viable and sustainable work environment	To develop, manage, review and implement the human resource strategies	Prepare Human Resource Management Strategy		-	Completed Human Resource Management Strategy	Completed Human Resource Management Strategy	N/A	N/A	N/A	Corporate Services	-



NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2010/2011	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS30	Municipal Transformation & Institutional Development	Employment Equity Plan (EEP)	To create a viable and sustainable work environment	To implement the employment equity plan of the municipality	Number of people from employment equity target groups employed in the three highest levels of management		-	3	1	1	1	N/A	Corporate Services	-

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2010/2011	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS31	Municipal Transformation & Institutional Development	Organogram	To create a viable and sustainable work environment	Implement 1.1/12 Organogram	% of critical post filled	11/12 Organogram	-	100%	25%	50%	75%	100%	Corporate Services	R0.00
				Approved 2013/2014 Organogram	Date approved	-	-	May 2013	N/A	N/A	N/A	May 2013	Corporate Services	R0.00
				Date Approved	Date Approved			May 2013	N/A	N/A	N/A	May 2013	Corporate Services	
OS32		Training / Workplace Skills plan												R944 652
				Budget Spent on WSP	% Spent	-	-	100%	25%	50%	75%	100%	Corporate Services	

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2010/2011	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS33	Municipal Transformation & Institutional Development	Training	To create a viable and sustainable work environment	Productive and competitive staff	% expenditure of the skills development budget		-	100%	25%	50%	75%	100%	Corporate Services	R944 652
				Improved Oversight role	Number of training sessions held for councilors			1	1	1	1	1	Corporate Services	-

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2011/2012														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS34	Municipal Transformation & Institutional Development	PMS	To create a viable and sustainable work environment	Sec 57 Managers Performance Agreements	% of performance agreements signed within 30 days reflecting national government priorities	-	-	100%	100%	N/A	N/A	Yes	Municipal Manager	-
OS35								7	7	2	N/A	N/A		
OS36				Annual performance Report	Date Submitted	10/11 Annual Performance Report	-	31 Aug 2012	31 Aug 2012	N/A	N/A	N/A	Municipal Manager	-

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2011/2012														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Budget	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS37	Municipal Transformation & Institutional Development	PMS	To create a viable and sustainable work environment		No. quarterly reports on PMS	-	-	4	1	1	1	1	Municipal Manager	-
					Number of organisational reports submitted on performance	-	-	4	1	1	1	1	Municipal Manager	R0.00

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2011/2012														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS38	Municipal Transformation & Institutional Development	MANCO	To create a viable and sustainable work environment	Functional MANCO	Number of MANCO meetings held on performance monitoring	-	-	12	12	12	12	12	Municipal Manager	R0.00

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS39	Financial Viability and Financial Management	Annual Financial Statement	To be financially viable by increasing revenue and reducing debts	Submission of Annual Financial Statements in compliance with GRAP standards	Date submitted	2011/12 Annual Financial Statements Is in place	-	31 Aug 2013	31 Aug 2013	N/A	N/A	N/A	Finance Dept	-
		Budget		Adopted Budget	Date Adopted	-	May 2013	N/A	N/A	N/A	May 2013	Finance Dept	-	
OS40				Well managed expenditure	% of the budget spent	-	-	100%	25%	50%	75%	100%	Finance Dept	-
					% of a municipality's capital budget spent on capital projects identified in the IDP	-	-	100%	25%	50%	75%	100%	Finance Dept	R51 027 629





Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS41	Financial Viability and Financial Management	Indigent Support/FBE/Pensioners Rebate	To ensure that indigent individuals benefit from the municipal relief	Effective Indigent Support	Annually Review Indigent Register (Date)	-	-	Annually Updated Indigent Register (Date)	N/A	N/A	N/A	May 2013	CFO	-

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2012 / 2013	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS42	Financial Viability and Financial Management	Expenditure Management	To ensure that all expenditure is managed in terms of all financial legislation	Total operating budget Spent	R value	-	-	R51 656 840	R12 9 14 210	R12 9 14 210	R12 9 14 210	R12 9 14 210	Finance Dept	R51 656 840
				Quarterly operational expenditure as a % of planned expenditure	% achieved	-	-	100%	100%	100%	100%	100%	Finance Dept	

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS43	Financial Viability and Financial Management	Expenditure Management	To ensure that all expenditure is managed in terms of all financial legislation	Operational budget spent on repairs and maintenance of infrastructure	% achieved	-	-	4.7%	1.175%	1.175%	1.175%	1.175%	Technical Services	R5 159 629
OS44														
OS45				MIG expenditure as a % of annual allocation	% achieved	-	-	100%	25%	50%	75%	100%	Technical Services	R25 314 000

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS46	Financial Viability and Financial Management	Expenditure Management	To ensure that all expenditure is managed in terms of all financial legislation	Total of grants and subsidies spent	% spent	-	-	100%	25%	50%	75%	100%	Finance Dept	R95 847 000
OS47				Percentage own revenue contribution to total budget	%	-	-	12.4%	3.1%	3.1%	3.1%	3.1%	Finance Dept	R13 567 140

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective /Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS48	Local Economic Development	LED Projects	To promote LED in the municipality & create economic opportunities	Updated LED Strategy	Complete, Review & Adopt LED Strategy	Outdated LED Strategy is in place	-	Completed, Reviewed & adopted LED Strategy	Completed, Reviewed & adopted LED Strategy	N/A	N/A	N/A	Planning & Economic Dev Dept	R2 000 000
OS49					Prepare, adopt & submit business plan (Fresh Produce Market)	-	-	Completed, adopted & submitted business plan	Completed business plan	Completed, adopted & submitted business plan	N/A	Planning & Economic Dev Dept	-	

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS50	Local Economic Development	LED Projects	To promote LED in the municipality & create economic opportunities	Functional chamber of commerce	Establish chamber of commerce	-	-	Established chamber of commerce	Established chamber of commerce	N/A	N/A	N/A	Planning & Economic Development Dept	-
OS51								Completed, adopted & submitted business plan		Completed business plan	Completed, adopted & submitted business plan	N/A		

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013													
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP				Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3		
OS2	Local Economic Development	LED Projects	To promote LED in the municipality & create economic opportunities	Functional chamber of commerce	Prepare, adopt & submit business plan (Shelters)	-	-	Completed, adopted & submitted business plan		Completed business plan	Completed, adopted & submitted business plan	N/A	-

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective /Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS53	Local Economic Development	LED Projects	To promote LED in the municipality & create economic opportunities	To facilitate poverty alleviation programmes	No. of poverty alleviation projects completed	-	-	Established chamber of commerce	10	20	31	42	Planning & Economic Development Dept	R2 100 000
OS54														
				No. of SMMEs supported				12	3	6	9	12	Planning & Economic Development Dept	-



NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS55	Local Economic Development	LED Projects	To promote LED in the municipality & create economic opportunities	To promote investment attraction through review and implementation of the municipal SDF	No. of investment related seminars, workshops & related events to promote Nongoma as an investment destination	-	-	2	N/A	1	N/A	1	Planning & Economic Development Dept	-

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS56	Local Economic Development	LED Projects	To promote LED in the municipality & create economic opportunities	To establish partnership with LED institutions	No. of LED Forum meetings held	-	-	4	1	1	1	1	Planning & Economic Dev Dept	-
OS57				To implement the community Work programme and assist cooperatives	No. of wards where CWP has been implemented			4	1	1	1	1	Planning & Economic Dev Dept	-

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS58	Local Economic Development	LED Projects	To promote LED in the municipality & create economic opportunities	Job creation	No. of projects implemented per ward	-	-	1	1	1	1	1	Planning & Economic Development Dept	-
OS59					No. of jobs created through capital projects			100	25	50	75	100	Planning & Economic Development Dept	-
OS60					No. of jobs created through agricultural development			100	25	50	75	100	Planning & Economic Development Dept	-

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective /Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS61	Local Economic Development	LED Projects	To promote LED in the municipality & create economic opportunities	Job creation	No. of jobs created through SME development			100	25	50	75	100	Planning & Economic Development Dept	-
OS62														
				-	No. of attended tourism related seminars, workshop and related events to promote Nongoma as a Zulu cultural hub	-	-	2	1	N/A	N/A	1		

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS63	Local Economic Development	LED Projects	To promote LED in the municipality & create economic opportunities	Job creation	% of trading licenses issued against the applications submitted			100%	100%	100%	100%	100%	Planning & Economic Dev Dept	-
OS64				To control and support informal and formal business activities	No. of functions hosted to promote partnership between municipality & street traders	-		1	N/A	1	N/A	N/A	N/A	-

NONGOMA MUNICIPALITY ORGANISATIONAL SCORECARD 2012/2013														
Line Ref	National KPA	Local KPA	Strategic Objective	Measurable Objective / Output	Performance Indicator	Baseline 2011/2012	Backlog	2012/2013 IDP					Responsible Dept	Financial Implication
								Target	Q1	Q2	Q3	Q4		
OS65	Local Economic Development	LED Projects	To ensure environmental sustainability and proper land use management	Sustainable environment	Review & Adopt SDF & LUMS	-	-	Reviewed & Adopted SDF & LUMS	Reviewed & Adopted SDF & LUMS	N/A	N/A	N/A	Planning & Economic Development Dept	-
OS66				-	Number of title deeds handed to property owners	-	-	40	10	10	10	10	Planning & Economic Development Dept	-
OS67				-	Number of environmental management events hosted	-	-	N/A	N/A	N/A	1	N/A	Planning & Economic Development Dept	-

## SECTION J: ANNEXURES

This section provides details with regards to the status of the Sector Plan within the Nongoma municipality:

Annexures J	Status
J1: Spatial Development Framework	SDF is in place: Attached as annexure J1
J2: Disaster Management Plan	DMP is place: Attached as annexure J2





## **J1. SPATIAL DEVELOPMENT FRAMEWORK**



# *NONGOMA LOCAL MUNICIPALITY SPATIAL DEVELOPMENT FRAMEWORK*



**SPATIAL DEVELOPMENT FRAMEWORK**

**June 2012**

# Nongoma

## Spatial Development Framework

June 2012

*Prepared for:*



*Prepared by:*



Unit 2 Stadium Building, Lion Match Office Park  
892 Umgeni Road, Durban  
Tel: +27 31 303 3900  
Fax: +27 31 303 3911  
Contact: Riaan Thomson

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### List of Abbreviations

ASGI-SA	-	Accelerated and Shared Growth Initiative for SA
CBD	-	Central Business District
CRDP	-	Comprehensive Rural Development Programme
DAEA	-	Department of Agriculture and Environmental Affairs
ESTA	-	Extension of Security Tenure Act
GIS	-	Geographic Information System
IDP	-	Integrated Development Plan
IPILRA	-	Interim Protection of Informal Land Rights Act
KPA's	-	Key Performance Areas
KZN	-	KwaZulu-Natal
LED	-	Local Economic Development
LUMS	-	Land Use Management System
MLL	-	Minimum Level of Living
MSA	-	Municipal Systems Act
NSDP	-	National Spatial Development Perspective
PGDS	-	Provincial Growth and Development Strategy
COGTA	-	Cooperative Governance & Traditional Affairs
PSEDS	-	Provincial Spatial Economic Development strategy
PTO	-	Permission to Occupy
RIFSA	-	Road Infrastructure Strategic Framework for South Africa
SDF	-	Spatial Development Framework
SEA	-	Strategic Environmental Atlas
w.r.t	-	With regard to
ZDM	-	Zululand District Municipality

## 1 BACKGROUND & INTRODUCTION

### 1.1 Background To The Study

The Nongoma Municipality through the assistance of the Department of Rural Development and Land Reform, enlisted the services of Vuka Planning Africa to undertake the review of the existing SDF and preparation of a detailed Spatial Development Framework (SDF) for the Nongoma area. From the terms of reference it is understood that the required SDF should as a minimum:

- reflect the 2025 development vision and priority needs, of the IDP;
- indicate the spatial effect of the strategic intent of the Municipality;
- assist in the integration of sectoral issues;
- guide future physical development and spatial allocation of resources
- guide the orderly and desirable spatial development of the Municipality
- provide general direction to guide decision-making on an on-going basis
- keeping in mind agricultural areas, agricultural productivity, environmental protection and Land Reform
- documentation needs to be able to be understood by all interested and affected parties who may not have the capacity to grasp the often technical nature of the content of this type of product
- incorporate area-specific issues which identify localized development opportunities
- inform the preparation and introduction of a coherent Land Use Management System (LUMS).

### 1.2 Study Objectives

The main objective of the project is to develop rural-specific SDFs in the selected municipality which will address spatial, environmental and economic issues confronting rural areas. An SDF that will facilitate implementation of the IDP and all government intentions to fight poverty and facilitate rural development is required.

A Spatial Development Framework is thus required which complies with the MSA and the Municipal Planning and Performance Management Regulations, 2001, read together with the White Paper on Spatial Planning and Land Use Management, 2001. The required SDF must therefore-

- i. give effect to the principles contained in chapter 1 of the Development facilitation Act 1995 (Act no. of 67 1995);
- ii. set out objectives that reflect desired- spatial form of the rural municipality;
- iii. contain strategies, policies and plans which must-
  - Indicate desired patterns of land use within the municipality;
  - Address the spatial reconstruction of the location and nature of development within the municipality; and
  - Provide strategic guidance in respect of the location and nature of development within the municipality;
- iv. set out basic guidelines for land use management system in the municipality;
- v. contain a strategic assessment of the environmental impact of the SDF;
- vi. identify programs and projects for the development of land within the municipality;
- vii. be aligned with the SDFs reflected in the integrated development plans of neighbouring municipalities; and
- viii. provide a visual representation of the desired spatial form of the municipality, which representation:

- must indicate where public and private land development and infrastructure investment should take place;
- must indicate desired or undesired utilisation of space in a particular area;
- may delineate the urban edge;
- must identify areas where strategic intervention is required; and
- must indicate areas where priority spending is required.

### 1.3 Study Approach

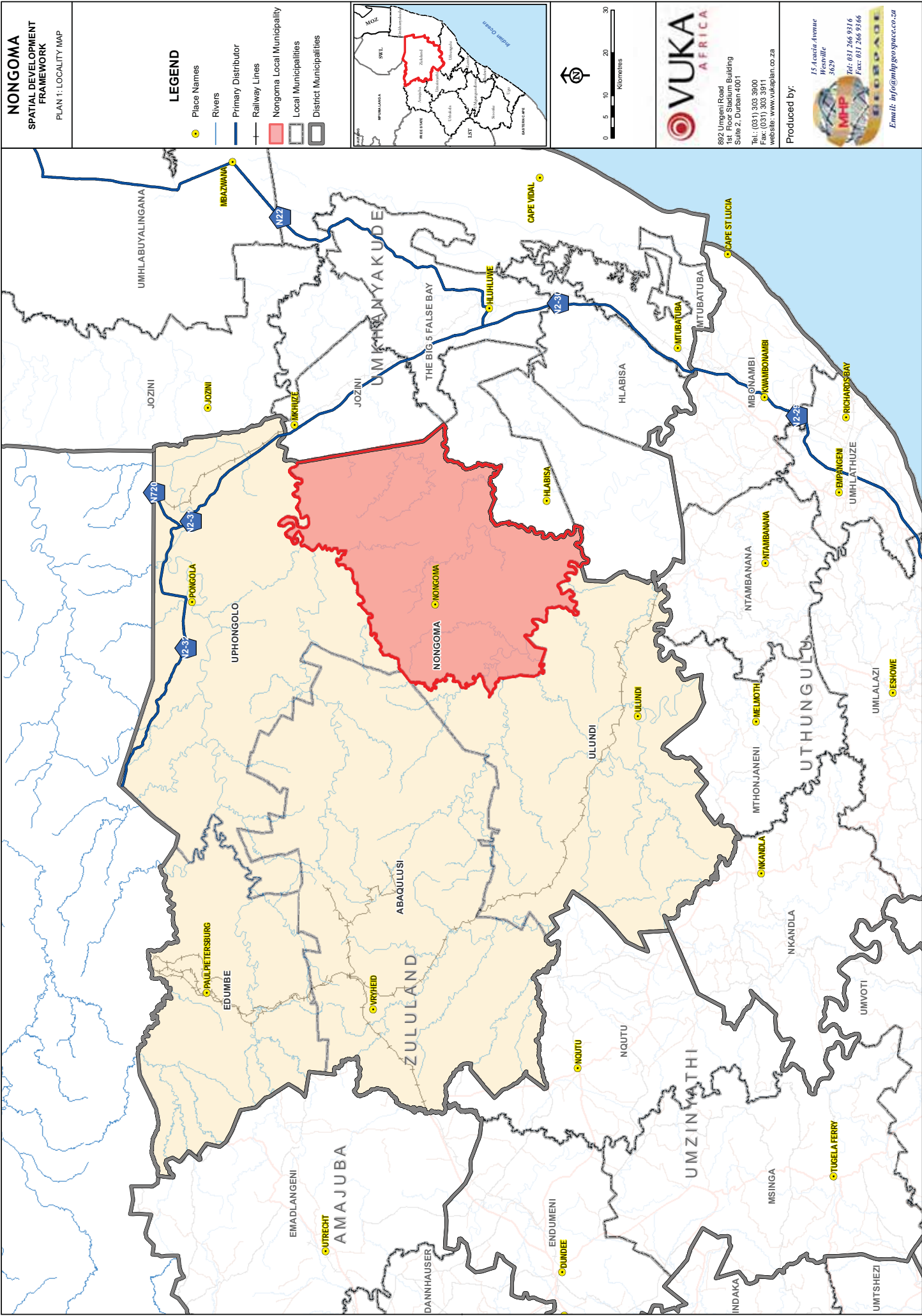
The approach and execution of this study is guided by the following **key principles**;

1. **Rural specific:** Considering, promoting and developing the rural character of the municipality, while ensuring a co-ordination between the urban-rural continuum and the interdependencies of the rural economies and the urban and peri-urban centres.
2. **Integration:** Using the spatial basis of the study for
  - a) the integration of development intention between the municipality and surrounding municipalities including the district municipality,
  - b) the physical integration of fragmented areas within the municipality towards improved economic imputes and service delivery and
  - c) sectoral integration of various public and private contributors and departments toward co-ordinated development of individual projects.
3. **Strategic Direction:** Providing strategic analysis and direction to the effective utilisation of land within the municipality towards social, economic and environmental development while address current and historic deficiencies and providing future spatial direction within the context of the unique spatial structure of the municipality.
4. **Land Use Management:** Ensuring that the SDF serves as an effective intermediate between the development intentions within municipality and the practical and responsible management of land uses. Thus providing sufficient intended land use direction to the further development of the land use management system and future planning schemes within the municipality.

### 1.4 Delineation Of The Study Area

The Nongoma Municipality is located within the northern portions of Kwazulu-Natal and is one of five local municipalities comprising the UMzinyathi District Municipality as illustrated by on **Plan 1: Nongoma Locality within UMzinyathi District Municipality**. The municipality has an extent of approximately 218,242Ha and is abutted in the north by the uPhongola Municipality to the east by the Jozini, Big Five False Bay, and Hlabisa Local Municipalities, and Ulundi and Abaqulusi Local Municipalities in the southwest.

The municipality is demarcated into 21 wards as illustrated by the attached **Plan 2: Contextual plan**. The wards, their extent, and major settlements are listed in the table below. A more detailed analysis of the current demographic, social, economic and environmental analysis of these wards follows in further sections of the document.











**Table 1: General Ward Information**

Ward	Councillor	Extent	Settlements
Ward 1	TBC	TBC	TBC
Ward 2	TBC	TBC	TBC
Ward 3	TBC	TBC	TBC
Ward 4	TBC	TBC	TBC
Ward 5	TBC	TBC	TBC
Ward 6	TBC	TBC	TBC
Ward 7	TBC	TBC	TBC
Ward 8	TBC	TBC	TBC
Ward 9	TBC	TBC	TBC
Ward 10	TBC	TBC	TBC
Ward 11	TBC	TBC	TBC
Ward 12	TBC	TBC	TBC
Ward 13	TBC	TBC	TBC
Ward 14	TBC	TBC	TBC
Ward 15	TBC	TBC	TBC
Ward 16	TBC	TBC	TBC
Ward 17	TBC	TBC	TBC
Ward 18	TBC	TBC	TBC
Ward 19	TBC	TBC	TBC
Ward 20	TBC	TBC	TBC
Ward 21	TBC	TBC	TBC



## 2 POLICY ENVIRONMENT

The Constitution of the Republic of South Africa (Act 108 of 1996) local government was conceived as “the local sphere of government with the constitutional mandate to carry out a number of developmental duties”. In Chapter 7, it states that it is the object of local government to “encourage the involvement of communities and community organizations in the matter of local government”.

The Constitution of the Republic of South Africa (1996) mandates local government to:

- Provide democratic and accountable government for local communities.
- Ensure the provision of services to communities in a sustainable manner.
- Promote social and economic development.
- Promote a safe and healthy environment.
- Encourage the involvement of communities and community organisations in the matters of local government.

Local government must also promote the Bill of Rights, which reflects the nation's values about human dignity, equality and freedom, and uphold the principles enshrined in the Constitution.

The government (national, provincial and local) has introduced a number of policies and legislation in line with the Constitution to govern different aspects of spatial and land use planning. At national and provincial levels, these deal with issues such as environmental and natural resource management, land tenure and land administration, land use planning and land use management, and human settlement and service delivery. Local government structures on the other hand, have consolidated their developments in Integrated Development Plans, and some have developed by-laws in support of their regulatory function. Although, each of these is assigned to a relevant government department or organ of state and is often implemented in isolation, together they create a normative framework for land use planning and land development. This section presents an outline of these principles. It opens with a brief overview of the role and purpose of spatial planning, land use management and land development at a local level, and concludes with clear implications for Nongoma Municipality.

The first is the widely felt resistance to the idea of uncontrolled land development and the second is the commonly expressed wish by particular sectors in society to promote various types of desirable land development. The *resistance to uncontrolled development* is motivated by a number of concerns, the precise mix of is determined by the particular social, economic and political contexts of different places. In Nongoma Municipality, these concerns include the following:

- **Environmental concerns:** uncontrolled development of land can have adverse effects on natural habitats, cultural landscapes and air and water quality.
- **Health and safety concerns:** uncontrolled development can lead to overcrowding and unsafe building construction. Certain land uses could be detrimental to the health and safety of neighbours.
- **Social control:** the control of land uses has long been a means of exerting social control, particularly through the exclusion of certain types of person, household or economic activity from certain areas through the application of particular development controls limiting, for instance, plot sizes, plot coverage and home industries.
- **Efficiency of infrastructure provision and traffic management:** increasingly it has become clear that the where the granting of development permissions is not coupled with the provision of adequate infrastructure and traffic management the consequences can be severe. Similarly, where infrastructure is provided, generally at high financial cost, without taking into account likely and relevant land-use and settlement patterns the opportunity costs to society are very high.

- **Determination of property values for purposes of rating:** the market value of land is the basis on which property valuation is determined and the extent and nature of the development permitted on the land is a key factor in that determination.
- **Aesthetic concerns:** the control of land development enables government to prescribe certain design parameters for buildings.

The wish to promote desirable development is also driven mainly by two concerns. Firstly, the land development needs of the market seldom match precisely the social and political needs of government: government may well want to promote a type of land development in an area that the market neglects.

It then has to take certain steps to facilitate that development or provide incentives. The history of land ownership in South Africa also inevitably skews the land market in favour of white people, thus creating a situation where the need of the market reflects only those of an already privileged minority.

Changing the applicable land-use management instruments is often seen as a prerequisite for attracting certain types of investment to certain areas. This can take the form of both relaxing controls in those areas and increasing controls in other areas, which might be more favoured, by the market. These strategies are likely to be linked to local economic development initiatives.

An important conceptual shift is that in the new system the primary role of government – and especially local government – in relation to spatial planning, land use management and land development is no longer merely the control of development (although that remains an essential function). The facilitation of appropriate development is an important new responsibility. Two aspects require particular attention: firstly, there is a need to allow for Nongoma Municipality to be pro-active; and secondly, there is a need to strengthen the power of the municipalities' to negotiate development for the private sector, rather than simply applying a yes-or-no approach to land development.

Alignment of government policies and plans is crucial in strategic planning. Therefore the relevant binding and non-binding national and provincial legislations including policies, programmes and strategies need to be considered in the municipal development planning process and interventions. Also included are resolutions from key stakeholders engagements conducted in the recent past as these should also inform our analysis and proposed interventions.

## 2.1 National Policies

### 2.1.1 National Spatial Development Perspective

The NSDP divulged the following views of Nongoma on national Level.

The National Spatial Development Perspective (NSDP) was an initiative by the National Government to provide direction and guidelines for spatial planning in order to ensure the eradication of the spatially segregated growth pattern that still exists today. The key objectives of the NSDP are to:

- provide a framework within which to discuss the future development of the national space economy by reflecting the localities of severe deprivation and need, of resource potential, of infrastructure endowment and of current and potential economic activity by describing the key social, economic and natural resource trends and issues shaping the national geography.
- act as a common reference point for national, provincial and local governments to analyse and debate the comparative development potentials of localities in the country by providing a coarse-grained national mapping of potential.

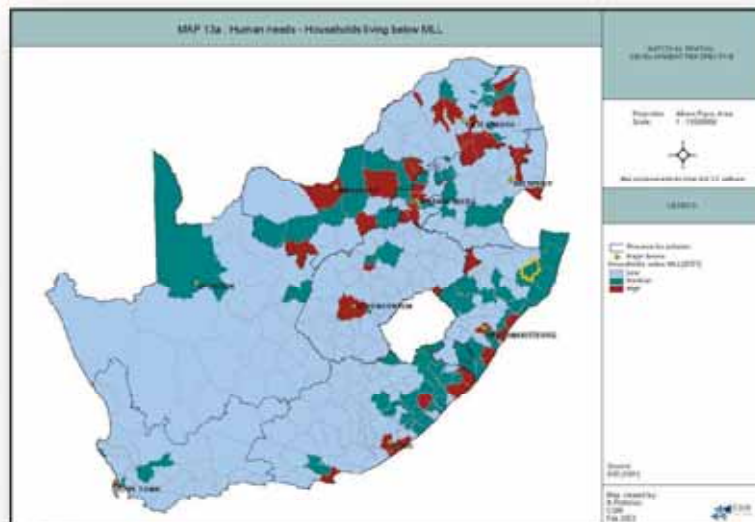
- identify key areas of tension and/or priority in achieving positive spatial outcomes with government infrastructure investment and development spending
- provide national government's strategic response to the above for a given time frame.

The National Spatial Development Perspective (NSDP) guides government in implementing its programmes in

order to achieve the objectives of Accelerated and Shared Growth-South Africa (ASGISA) of halving poverty and unemployment by 2014. The NSDP is built on four basic principles which are applied to reach the above mentioned objectives.

These principles are:

**Principle 1:** Rapid economic growth that is sustained and inclusive as a prerequisite for the achievement of poverty alleviation



**Principle 2:** Government spending on fixed investment should be focused on localities of economic growth and / or economic potential in order to gear up private sector investment, stimulate sustainable economic activities and create long-term employment opportunities

**Principle 3:** Where low economic potential exists investments should be directed at projects and programmes to address poverty and the provision of basic services in order to address past and current social inequalities

**Principle 4:** In order to overcome the spatial distortions of Apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres in order for them to become regional gateways to the global economy.

From the above data certain maps were produced that depicted the above mentioned information. Applicable to the Spatial Development Framework is the maps and information depicted in the diagrams below, which addresses the Minimum Level of Living, the housing Needs Index, and the Poverty Gap index.

#### 2.1.1.1 Minimum Level of Living

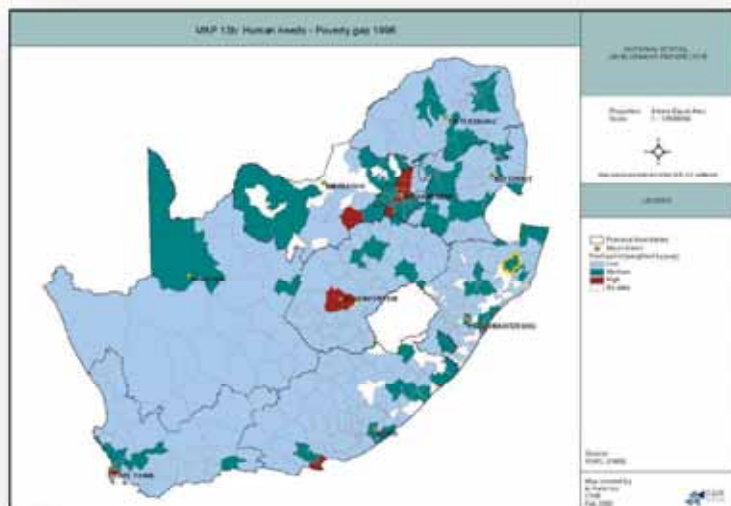
The minimum living level indicates those areas where the largest number of people is living below the minimum standard of living. These areas include some rural districts of the former homelands but the highest number of people below the minimum living level is in the large metropolitan areas.

**Figure 1: Human needs – Households living below MLL**

Nongoma, as depicted on the adjacent map, is identified by the NSDP as an area with low economic potential and high density of poor people (defined as an area with less than R1bn GV) and have an average per-capita income of about 9% of the national average, with a huge reliance on welfare transfers, grants and remittances. These areas are generally experiencing a net out-migration towards towns and cities.

### 2.1.1.2 Formal Housing Needs Index

Figure 2: Formal housing needs index

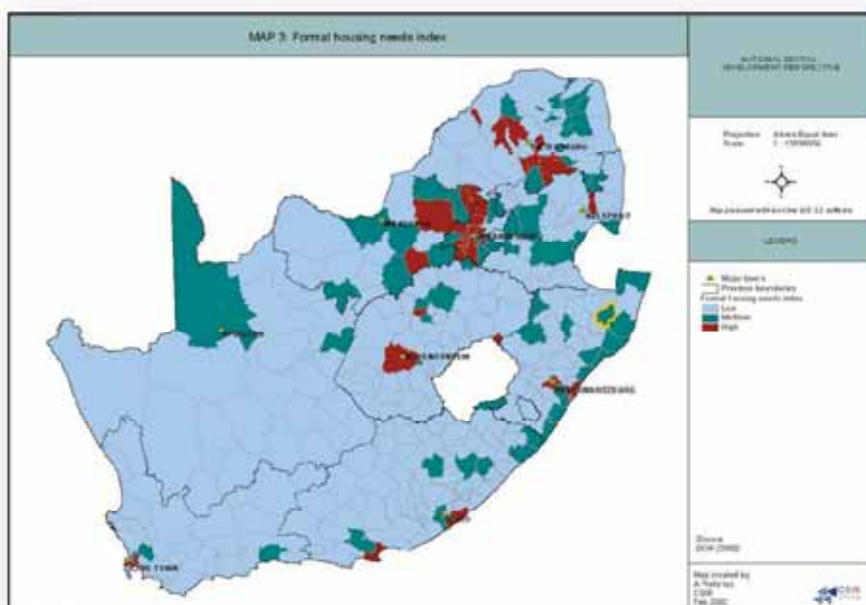


Nongoma is depicted as having a medium need for **formal housing**. Most residents have semi-permanent dwellings (mud houses) or unsafe brick houses which need to be replaced.

### 2.1.1.3 Poverty Gap Index

Figure 3: Human needs – Poverty gap 1996

The poverty gap index indicates the extent of the difference between actual income and income required to sustain a minimum standard of living. Nongoma is once again classified as having a **medium** poverty gap index.



Poverty gap index varies from area to area, and depends on the cost of food, and shelter within a specific area. A medium poverty gap index indicates that the area has a moderate level of living costs. Although it is not cheap to live in this area, it is more affordable to live here, than it is to live in the main centres of the country where living costs are very high.

#### 2.1.1.4 Spatial Implications of the NSDP

In accordance with NSDP principles, government should provide basic services in such localities of low economic potential. This implies that strategies should be devised to service people with free basic services.

Housing strategy needs plan a systematic provision of houses to residents. Not necessarily on an equal distribution basis, but in such a way that higher densities can be achieved this will ensure higher quality of services. In poor areas like this, where no tax base exist, it is difficult to maintain extensive underutilised service infrastructure.

Development plans, including spatial plans at all levels, must factor in sustainable resource-use as well as energy and water-resource management, so as to circumvent the potential negative social, economic and ecological consequences of inefficient and unsustainable resource-use in the medium-to-long term.

Sustainable resource-use approaches present opportunities for alternative energy usage such as gas and various biofuels, economic activities such as the treatment and recycling of waste, and protection of vital resources such as the shrinking water supplies and biodiversity.

Economic Developments need to be equally distributed throughout the Local Authority and of such a nature that the greater community can gain from these initiatives.

#### 2.1.2 Comprehensive Rural Development Programme

With this Municipality being a predominantly Rural Municipality, there are various rural policies from the Department of Rural Development & Land Reform to be considered. Overarching to these strategies is the Comprehensive Rural Development Programme, which has as its aim the development of rural South Africa, to create Vibrant, sustainable and equitable rural communities. The CRDP is different from past government strategies in rural areas due to its approach which focus on proactive participatory community-based planning rather than an interventionist approach to rural development.

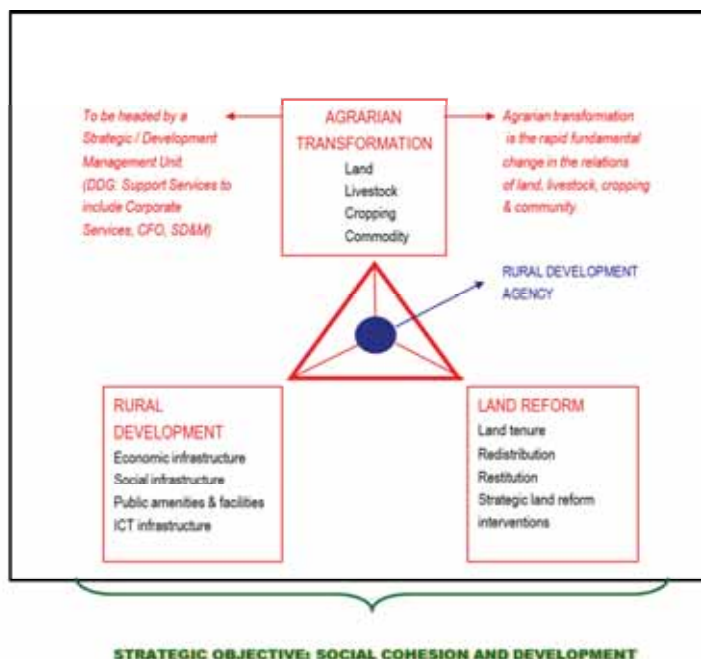
Through the policies to be implemented as part of the CRDP the following two main themes are present

- Agricultural Reform
- Land Reform

National government envisages the rural development to be done through agrarian transformation, which implies the rapid and fundamental change in the relations (systems and patterns of ownership and control) of land, livestock, cropping and the communities. The strategic objective of this approach is *“social cohesion and Development”*

The diagram below depicts the relationship between the components of the Comprehensive Rural Development Programme, what aspects needs to be addressed under each component, and how they should interact to reach the strategic goal of Social Cohesion on the Rural Areas.

Figure 4: Strategic Objective: Social Cohesion and Development



It must be noted that this is only a strategy, which differs in its approach from the NSDP in the sense that it does not make reference to specific areas/municipalities, or prescribe what actions needs to be taken within specific municipalities. It merely outlines the aspects that must be addressed to ensure the comprehensive development of rural areas.

Not all aspects as listed under the three components (e.g. land redistribution/restitution), are applicable to the development of a Spatial Development Framework, as the SDF is a planning tool that focus on land use irrespective of the ownership. Redistribution for example is a political aspect/tool which focuses on land ownership, and more specific the ownership of agricultural land.

The aspects that are applicable to land use, includes items such as Economic & Social Infrastructure, Public Amenities and the protection of agricultural land and activities. The Spatial Development Framework will be the tool that ensures the future development of the rural Municipalities by providing direction on the provision of facilities, and identifying economic catalytic projects which will kick-start the development and exponential growth of the rural communities in all areas that is deemed as being part of a vibrant community.

The goal is to train emerging farmers, and to provide them with an opportunity to become Commercial farmers. The proposed land use management Framework depicts good to high potential agricultural land which is currently not utilised for agricultural purposes. This land will be the subject land for future agricultural expansion, as well as for agrarian and land reform purposes.

### 2.1.3 Accelerated And Shared Growth Initiative (Asgi-Sa)

The Goals of Asgi-Sa is the following

- Formulate medium-term educational interventions to raise the level of skills in areas needed by the economy as immediate measures to acquire the skills needed for the implementation of AsgiSA projects.

- Ensure skills transfer to new graduates by deployment experienced professionals and managers to local governments to improve project development, implementation and maintenance capabilities.
- Leverage the increased levels of public expenditure, especially investment expenditure, to promote small businesses and Broad-Based Black Economic Empowerment.
- Linking small businesses to opportunities deriving from the 2010 FIFA World Cup is another task for government.
- Focus on expanding and accelerating access to economic opportunities including skills development and finance for women.
- Leverage the Broad Based Black Economic Empowerment to support shared growth.
- Support efforts to establish new venture funds for small, medium and micro enterprises.

The Accelerated and Shared Growth Initiative (ASGI-SA) aims not only to promote economic development, but to empower the communities through active involvement in projects. This empowers communities through skills development to be able to participate in the formal economy and labour market.

This obviously has implications on an institutional as well as physical/spatial level.

To have an impact on communities, it is necessary to ensure that public investment expenditure, which are to promote small businesses and Broad-Based Black Economic Empowerment, be implemented in areas with the highest economic need. The occurrence of Economic need should coincide with areas which have the highest physical need as well, translated into the lack of services. The provision of services through a labour intensive, Extended Public Works Program will provide investment in the municipality as well as provide training and skills. Through preferential procurement procedures, emerging contractors/entrepreneurs will be able to participate in the formal economy.

The goal of uplifting poor areas implies that the strategies to be implemented by ASGISA, targets communities within the poorest rural areas of South Africa, where the second economy (which needs to be combatted) functions.

## 2.2 Provincial Policies

### 2.2.1 Provincial Spatial Economic Development Strategy

The KwaZulu-Natal Spatial Economic Development Strategy (PSEDS) was formulated in 2007 as a spatial economic assessment of the areas of need and potential within the province. The PSEDS is intended as a guide to service delivery within the cluster to achieve the goals set in ASGI-SA to halve poverty & unemployment by 2014.

The PSEDP is built on the principles of the National Spatial Development Strategy (NSDP), namely:

**Principle 1:** Rapid economic growth that is sustained and inclusive as a prerequisite for the achievement of poverty alleviation

**Principle 2:** Fixed investment should be focused in localities of economic growth or economic potential

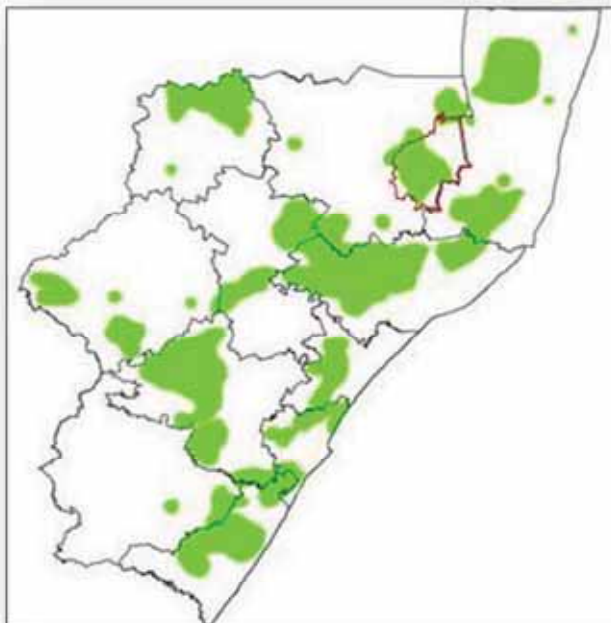
**Principle 3:** Where low economic potential exists investments should be directed at projects and programmes to address poverty and the provision of basic services in order to address past and current social inequalities

**Principle 4:** Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main centres

Four key sectors have been identified as drivers of economic growth in the KWAZULU-NATAL, namely:



- The Agricultural sector (including agri-processing and land reform)
- The Industrial sector (Including Manufacturing)
- The Tourism sector
- The Service sector (including government services)



The logistics and transport sector (including rail) in the services sector are important sub-sectors underpinning growth in all four sectors. Sustainable and affordable water and energy provision is crucial to the economic growth & development of the province. A classification of potential for the entire province and as it relates to Nongoma Municipality is shown in the following discussion and maps.

**The PSEDs sets out to:** Focus where government directs its investment and development initiatives; capitalize on complementarities and facilitate consistent and focused decision making; bring about strategic coordination, interaction and alignment;

**The PSEDs recognises that:** Social & economic development is never uniformly distributed; apartheid created an unnatural distortion of development and this distortion must be addressed. The PSEDs has been developed in order to achieve the objectives of ASGISA within the framework of the NSDP and the PGDS and aims to achieve the following:

- Eradication of extreme poverty and hunger;
- Promotion of gender equality & empowerment of women;
- Reduction in child mortality;
- Improvement of maternal health;
- Combating HIV-AIDS, malaria and other diseases;
- Ensuring environmental sustainability;
- Developing a global partnership for development;
- Sustainable governance and service delivery;
- Sustainable economic development and job creation;
- Integrating investment in community infrastructure;
- Developing human capability;
- Developing comprehensive response to HIV-AIDS;
- Fighting poverty & protecting vulnerable groups in society.

#### 2.2.1.1 AGRICULTURE & AGRI-PROCESSING:

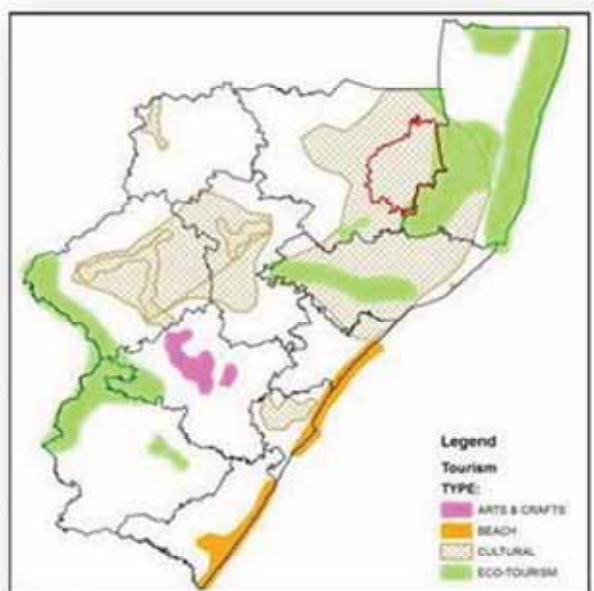
**Figure 5: PSEDs AGRICULTURE & AGRI-PROCESSING**

The map below illustrates the area within KwaZulu-Natal identified as areas of highest potential agriculture and agri –processing potential. The Nongoma Municipality is also indicated on the map and it is evident that



the central and south western portions of the municipality have been identified as areas which could make a significant contribution towards agricultural production at a provincial scale.

#### 2.2.1.2 INDUSTRIAL DEVELOPMENT

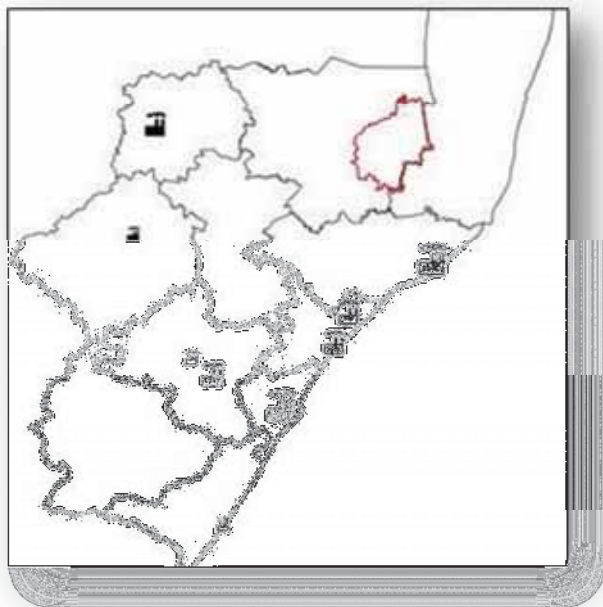


**Figure 6: PSEDs INDUSTRIAL DEVELOPMENT**

The areas of potential industrial development and expansion within KwaZulu-Natal are illustrated by the map below. Nongoma Municipality is not identified as an area which could make a significant contribution to industrial development at a provincial scale.

#### 2.2.1.3 TOURISM

**Figure 7: PSEDs TOURISM**

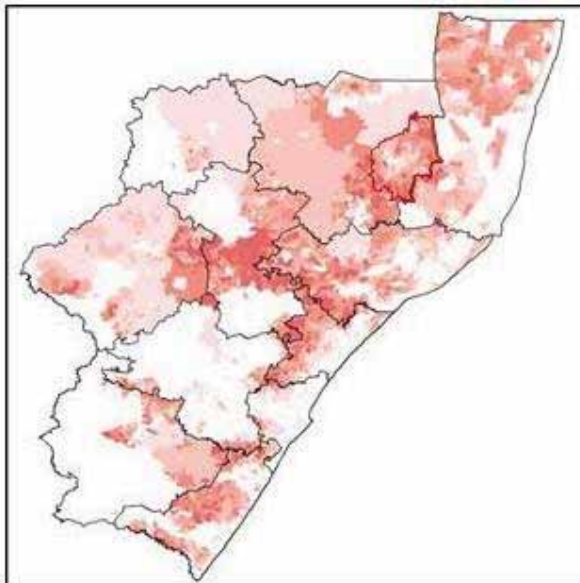


The map below illustrates the areas within KwaZulu-Natal identified as areas of a variety of large impact tourism opportunity. Nongoma LM is indicated on the map and it is evident that the municipality as a whole has been identified as areas which could make a significant contribution toward tourism related activities due to Nongoma being the Royal City of KZN housing the King of the Zulu Nation.

#### 2.2.1.4 TERTIARY (SERVICES) SECTOR

**Figure 8: PSEDs TERTIARY/SERVICES SECTOR**

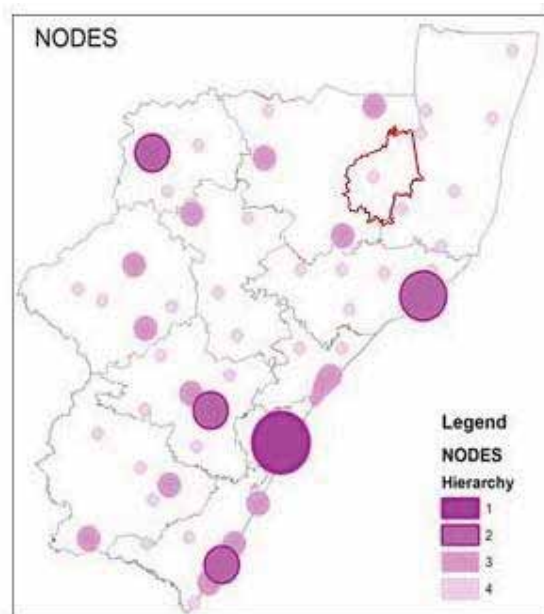
The PSEDs resulted in the identification of a series of nodes of different levels which indicate key areas of administrative and commercial centres as illustrated by the map below. Nongoma LM contains a single 4<sup>th</sup> order service node that serves the municipality.



#### 2.2.1.5 CLASSIFICATION OF POVERTY / NEED

**Figure 9: The Most Impoverished Areas Of Economic Need In Kwazulu-Natal**

The most impoverished areas of economic need on a provincial level were identified within the PSEDs and is illustrated by the map below. It is evident that the largest part, especially the peripheral areas of the municipality is characterised by such high poverty levels that it is significantly noticed even at a provincial level.



### 2.2.2 Spatial Structuring Elements / Concepts In Rural Context

The Rural Development Framework, adopted by the Government in 1997, defined rural areas as: *“Sparsely populated areas in which people farm or depend on natural resources, including villages and small towns that are dispersed throughout these areas. They include large settlements in the former homelands, created by apartheid removals, which depend on migratory labour and remittances for their survival.”*

“Rurality” refers to a way of life, a state of mind and a culture which revolves around land, livestock, cropping and community.

In order to identify the common spatial structuring elements /concepts which need to be considered and/or addressed within the rural context described above, various subject studies and policy documents were consulted to identify the key spatial drivers and impacts typically found within rural area throughout South Africa. Although acknowledging that Nongoma is unique, it would be important to identify and address any of these anticipated elements within Nongoma to inform the Conceptual Spatial Framework which might include:

- **Sense of History** and place in specific localities which attract people and investment and should be protected,
- **Sense of Ownership, Community and Belonging** to a specific nucleus community which need to be acknowledged and promoted ,
- **Calmer Lifestyle** associated with sparser development and living closer to nature,
- **Lack of Mobility** hinders access to social and economic opportunities,
- **Limited Economic Variety** and a dependency on subsistence activities and grants which identifies a need for economic diversity,
- **Low Income Base** which impacts on household ability to access opportunities in distant localities,
- **“Bright Lights, Big City”** effect of larger nearby towns attracting especially the youth due to a lack of facilities and opportunities found within the rural areas,
- Unresolved restitution and **land tenure issues** which need to be identified and systematically addressed,
- **Limited Populations** constraining needed thresholds for social facilities and economic investment,
- **Increasing degradation of Natural Resources** due to over dependency on natural resources for subsistence,

### 3 SPATIAL INTERPRETATION OF THE IDP

#### 3.1 Municipal Development Vision

##### 3.1.1 Status Of The IDP On District And Local Levels

The table below depicts the documents being utilised as the basis of analysis for the new Nongoma Spatial Development Framework.

**Table 2: Sector Reports Adopted**

SECTOR PLAN	STATUS
Zulu Land District Municipality IDP (2007/08-2011/12)	The 2010-2011 review of this document has been adopted.
Nongoma Local Municipality IDP (2007/08-2011/12)	The document is being reviewed as part of the 2010-2011 review process and has not yet been adopted.

##### 3.1.2 Spatial Interpretation Of The IDP Vision

The purpose of evaluating the Vision and Mission of the Local Authority is to highlight the components of these statements that need to be spatially interpreted. The Municipality needs to be made aware of the implications of the spatial statements to allow them to prepare and evaluate a proper course of action. These spatial implications will be manifested within the Spatial Development Framework being compiled.

The IDP Vision for Nongoma LM Reads as follows:

*“Being a **responsive, effective and efficient** municipality that provides the best and **sustainable services** as **needed by the community**”*

The below diagram depicts the spatial components that needs to be considered in order to meet the vision statements of the municipality. The impacts and considerations are briefly discussed.

**Table 3: Spatial Components**

Responsive, Effective and Efficient	As Needed by Community	Sustainable Services
* Spatial Efficiency * Spatial Needs * Sectoral Integration in Areas	* Spatial Sustainability of Services * Strategic Environmental Assessment	* Spatial Equity * Spatial Needs

Provision of services needs to be cost effective. When stating that services will be provided “**as needed by the community**” certain considerations must be kept in mind, which relates to the issues of the **spatial**

**sustainability/efficiency of services**, which again relates to cost effectiveness of services with regards to implementation & maintenance. “Cost implications” is THE major consideration when looking at the distribution and provision of services.

High development and maintenance costs combined with a very limited budget available it is very difficult to maintain extensive infrastructure systems that are underutilised. It is therefore necessary to say that not everybody can have the same level of services. It must however be kept in mind that it is the municipalities’ responsibility to provide in the basic needs of the communities such as access to water, but a definite decision needs to be taken on what level of services will be implemented, and where a concentration of services will be provided to form a node where cost effective services can be provided.

Although the previous paragraph describes physical infrastructure such as waterborne sewage, it does not only refer to physical infrastructure, but also to other facilities such as health, education and social facilities. This again relates to Sectoral Integration, whereby all departments internal / external to the municipality need to combine efforts to provide a conglomerate of services, within a specific budget, where the services are accessible to most people.

Environmental considerations also needs to be taken into account, when determining whether seepage drains will be provided, or where human presence is endangering certain red data fauna & Flora Species.

### 3.1.3 Spatial Alignment between District and Local Development Mission

*“We, the people of Zululand are proud communities that are committed to the development of Zululand through hard work, integrity and a common purpose.”*

The visions of the district and local authority, aligns in the sense that both visions expresses explicitly that they wish for the development of the area. The local authority has more specific components that can be spatially manifested such as sustainable services, whilst the District Municipality refers to general development through hard work and common purpose, which can also be made applicable to social/cultural development and not only the physical side part of development. The notion of integrity implies that all “best-practises” within the sphere of development shall be utilised to develop the communities on physical as well as social level.

Physical needs of a community always precede social needs. The SDF will direct development to develop the community to the highest potential possible with the existing resources available in the municipality.

## 3.2 Municipal Development Mission

The Nongoma IDP Mission Statement reads as follow:

*“To create a conducive organisational and institutional environment that is able to provide sustainable basic services, economic development, and social welfare in partnership with its communities”*

The mission of the Municipality refers to certain spatial aspects that need to be considered when planning provision of services and identifying nodal development points. These aspects have been highlighted, and are briefly discussed below.

**Table 4: Spatial Aspects**

Sustainable Basic Services	Economic Development	Social Welfare
Spatial Services Costs Differentiation * Spatial Concentration * Spatial Sustainability	* Spatial Analysis of Economic Activities * Spatial Distribution of LED Initiatives	* Spatial Distribution of Existing and New Social Facilities * Spatial Accessibility

**Sustainable Basic Services & Social Welfare:** As was discussed under heading 3.2.1 IDP Vision the provision of physical and social infrastructure relates to the accessibility to services, but also to cost effectiveness of providing facilities. When considering spatial service costs differentiation, it should be clear that development & maintenance costs increase the further you move away from existing facilities such as a sewage treatment plant.

The spatial concentration (or the lack of concentration) therefore has an impact on the implementation costs, which will make the provision of services sustainable or not. Should different service levels be implemented this situation can be remedied. The department of Health for example will provide hospitals only in major centres, because they are too expensive to provide within rural areas where they are underutilised. Instead, they provide clinics, or mobile clinics which warrant the lower cost spent on the services, but still provide in the basic need of medical care of the community.

**Economic Development:** The same aspects of spatial distributions as described above is valid on existing and proposed economic initiatives. Economic Development Initiatives should therefore be positioned in such a manner that it can capitalise on opportunities such as access routes and markets external to the municipality. This again implies that a thorough spatial analysis of the distribution of economic activities should be done within the municipality, but more so for the surrounding areas to determine which economic opportunities exist that can be targeted and utilised to the municipality's advantage.

### 3.3 Sectoral Strategies With Spatial Manifestations

To ensure the realisation of the vision and Mission Statements, the Nongoma Municipality developed certain strategies, which are linked to the five national Key Performance Areas (KPA's) which are:

- Basic Service Delivery;
- Local Economic Development (LED);
- Good Governance and Public Participation;
- Institutional Development and Transformation; and
- Municipal Financial Viability and Management.

These KPA's and their corresponding strategies implemented to address the KPA is outlined below.

Table 5: KPA's

KPA	Goal	Objective
Good Governance & Public Participation	Ensure meaningful and structures public participation	Facilitation of fully functional public participation structures system
Local Economic Development	<b>Promotion of Local Economic Development</b>	Improve Contribution to ZDM and Provincial Economy
Financial Viability	<b>Extend a municipal revenue base</b> and ensure its proper expenditure	Develop & implement an effective and efficient financial management system
Institutional Development Transformation	Ensure unified & prudent administration that recognises its internal & external stakeholders	<b>Streamline and capacitate</b> organisational and administrative structures
Basic Service Delivery	<b>Equal distribution</b> of basic services	Provide basic services infrastructure
	Customised social welfare services	<b>Better Social Welfare Services</b>
	Proper <b>Land Use &amp; Environmental Protection</b>	Improve <b>Security of Tenure System</b>

The strategies that have spatial manifestations, are highlighted in Figure1 above, and have been briefly discussed below.

The **streamlining** of administrative processes and the **capacitation** of officials will ensure the proper integration and efficient co-operation between the various departments (internal and external) to the Local Authority. Promotion of inter-departmental/governmental relations is key to successful implementation of development projects, as different departments are responsible for funding, social facilities, infrastructural provision etc.

The key performance area of **Basic Service Delivery** touches on a few points that have already been discussed under heading 3.2.1 and 3.2.2, with regards to the cost effectiveness, and motivations for **equal distribution of services**, and the provision of **Better Social Welfare Services**. The distribution per se is not the issue, but the level of provision and the costs involved is affecting service delivery. Social services can also refer to care for the elderly, or orphanages, hospices for HIV/AIDS patients etc., and is also very dependent on the government funding. The provision of such facilities will obviously have to be located within areas that is easily accessible and can be serviced with electricity, water etc. It will therefore be located within developed nodes.

Through investigation of existing high level environmental studies, the SDF should aim to protect the environment through prescriptive measures. The SDF will not be able to give in depth prescriptive environmental protection measures, as environmental impact assessments are site specific studies. It will however aim to limit proposed developments within areas that have already been identified as endangered environmental areas. In relation to the previous point, the SDF will propose certain land uses more suitable to be developed within certain areas, but actual land use protection is done through land use rights and regulated by town planning schemes, or land use management schemes.

Security of tenure, although land based, is not a function of the SDF, as the SDF has no legal standing, and cannot protect rights to ownership. Acts such as the Extension of Security Tenure Act (ESTA) or the Interim Protection of Informal Land Rights Act (IPILRA) is the applicable legislation governing land tenure security.

The extension of a municipal revenue base is not only the development of an effective Financial Management System. The fact that taxes are collected from residents implies that there are services being delivered. This is therefore an integrated process, whereby Institutional Development & Transformation will have to take place, to enable the municipality to provide services. Only after proper services are being provided, will the residents pay taxes without complaining.

The main goal of any **Economic Development effort** is to reduce the prevalence of poverty in a municipal area. By capacitating emerging entrepreneurs in terms of skills and knowledge, but also through assistance, such as market analysis and information local economic development initiatives can be made to be successful.

The locality of projects plays an important role, to enable them to utilise comparative advantages presented to the entrepreneurs through the presence of external factors that needs to be targeted. On municipal level, the spatial development framework will assist on a high level to determine the most suitable places for economic investment.

### 3.4 Areas Of Need Identified

A minimum level of living (MLL) refers to the minimum capital needs to sustain a lifestyle at a predetermined standard.

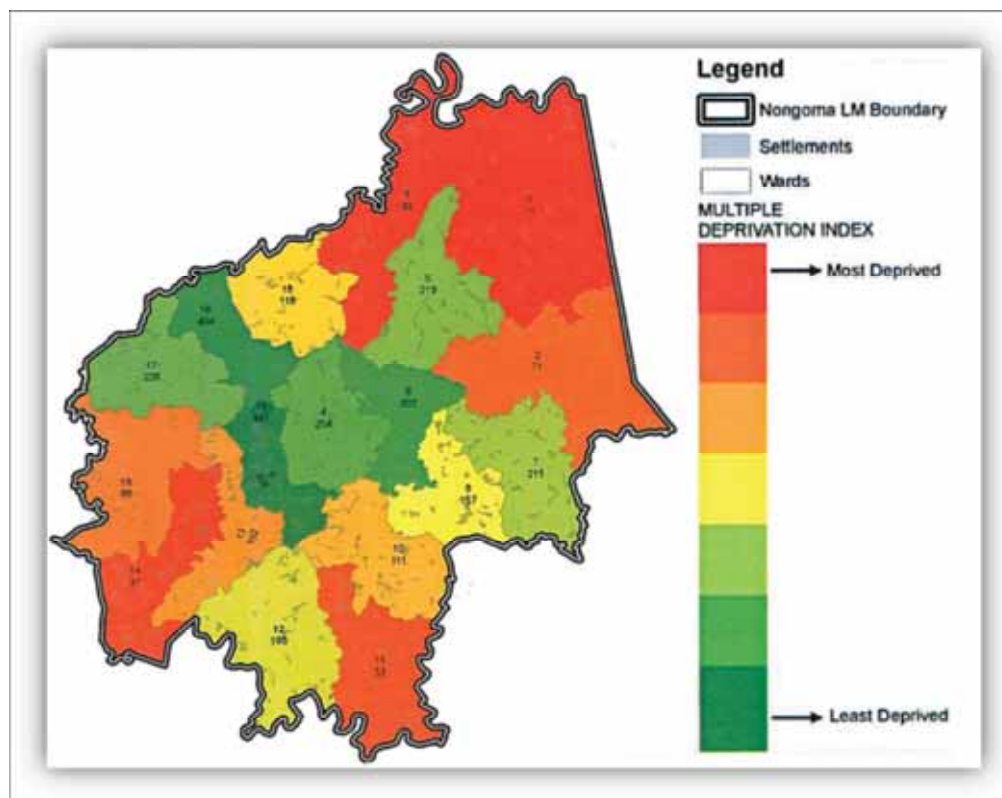
The KwaZulu Natal Provincial Government annually prepares a Deprivation Index which ranks municipalities in terms of their comparative levels of deprivation. The index is a composite of several elements including:

- Income Levels
- Employment
- Health
- Education
- The Living Environment, and
- Crime

The combination of the above aspects is called **Multiple deprivation** and is depicted on the figure below. As can be seen from the said map, wards 1 and 3 have the highest levels of multiple deprivation, followed by wards 2, 11 and 14. It is obvious that the further from the centre the people are situated, the higher the deprivation levels becomes. This also indicates that the transport corridor running from Vryheid, through Nongoma to Mkhuze, has the most positive spin-offs for the community as they are far better off than the most deprived wards which is also situated next to a corridor. The advantages that this corridor might provide needs to be explored in order to uplift the socio-economic status of these poorest of the poor.



Figure 10: Identified Nodes



### 3.5 Areas Of Potential Intervention Identified

#### 3.5.1 Nodes

As explained under the heading **Corridors**, three district Secondary corridors intersect at Nongoma which is the reason for Nongoma being the Primary Node in the Municipality. The Nongoma Strategic Documents does not really specify secondary / tertiary nodes, apart from the fact that it acknowledges that *“a weak Nodal Development Structure exist with regards to planning Areas B & C, and that priority investment areas needs to be identified”*. The purpose of the exercise to compile a spatial development framework is to identify these critical implementation areas. Access to areas is very important for service delivery, and to be able to capitalise on the advantages that movement routes offer. The secondary routes should therefore influence the identification of investment nodes within Nongoma Local Municipality. Please refer to **Plan 3: Nongoma Nodes**, for a spatial depiction of the nodes discussed above.

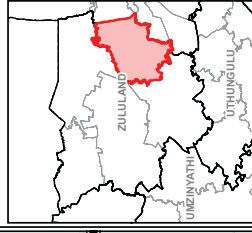
#### 3.5.2 Corridors

The primary transport corridor is the **R66** that runs through Nongoma and links Ulundi in the south to Pongola in the north. This road, marked as Primary route 1 on **Plan 4: Accessibility Network**, is only partly surfaced. It is possible that when the route is fully surfaced, it might attract a higher volume of traffic, which will bring higher economic opportunities to the area as well.

The IDP refers to roads as well as some localities, which cannot be easily found through investigation of documents within the IDP. It is necessary to source information outside the IDP to determine where projects

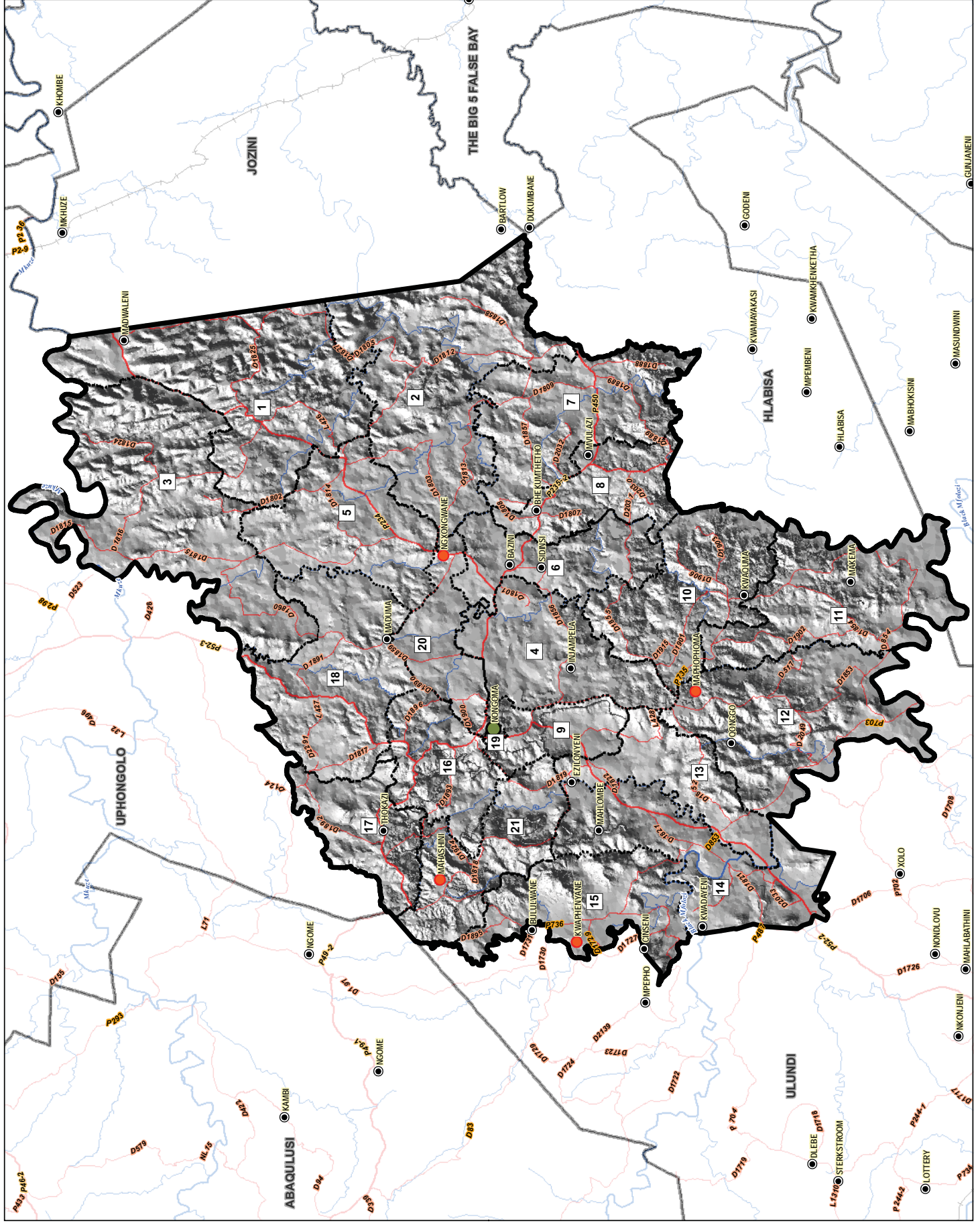
# NONGOMA SPATIAL DEVELOPMENT FRAMEWORK PLAN 34: NODES

- LEGEND**
- Place Names**
- Place Names
- Nodes**
- Large Convenience Centre
  - Rural Service Centre
  - Railway Lines
  - Major Rivers
  - Minor Rivers
  - Regional Distributor
  - District Distributor
  - District Collector
  - Ward Boundaries
  - Nongoma Local Municipality
  - Local Municipalities



892 Unger Road  
1st Floor Stadium Building  
Suite 2, Durban 4001  
Tel: (031) 303 3900  
Fax: (031) 303 3911  
website: www.vukaplans.co.za

Produced by:





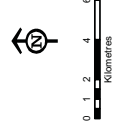
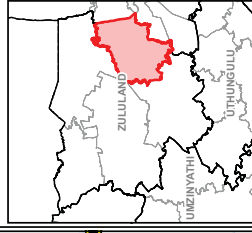


# NONGOMA SPATIAL DEVELOPMENT FRAMEWORK

## PLAN 32: ACCESSIBILITY NETWORK

### LEGEND

- Place Names
- Primary Access Routes
- Secondary Access Routes
- Railway Lines
- Major Rivers
- Minor Rivers
- Regional Distributor
- District Distributor
- District Collector
- Ward Boundaries
- Nongoma Local Municipality
- Local Municipalities



892 Unger Road  
1st Floor Stadium Building  
Suite 2, Durban 4001  
Tel.: (031) 303 3900  
Fax: (031) 303 3911  
website: www.vukaplus.co.za

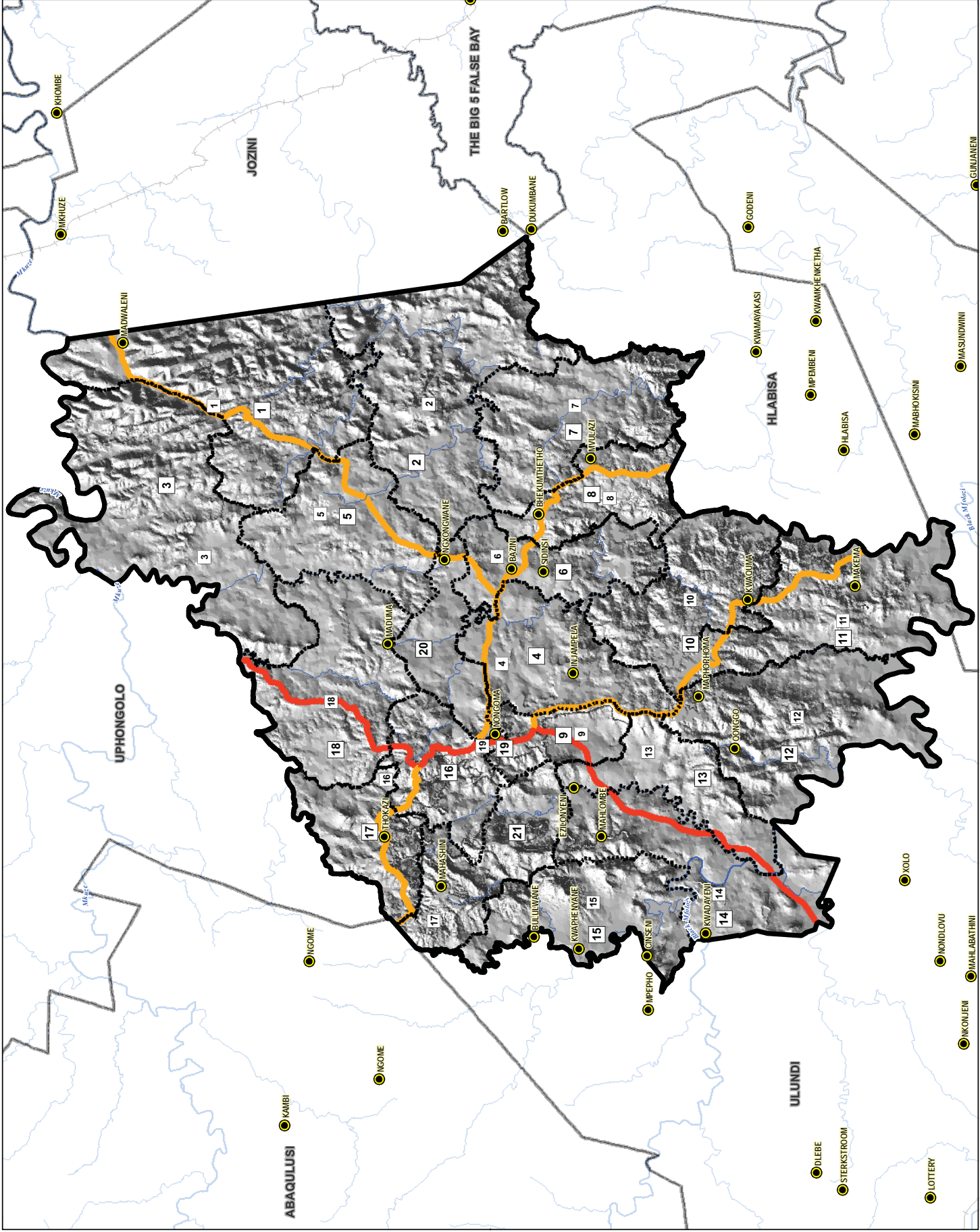
Produced by:



15 Acacia Avenue  
Westville  
3629

Tel: 031 266 9316  
Fax: 031 266 9366

Email: info@mhpgispace.co.za





are located, and in most instances it is not possible to find such information. This makes it difficult for external funders who read the IDP to determine where funds are needed, and whether it is a viable project or not.

Nongoma has three separate District Secondary Corridors meeting within the town. These corridors are.

- Nongoma to Vryheid (Abaqulusi Local Authority) Secondary Route 1 on.
- Nongoma to Hlabisa and the N2. Secondary Route 2 on the.
- Nongoma - Mkhuze and N2. Secondary Route 3 on the.

To ensure that people chooses a thoroughfare over another route, it is the responsibility of the municipality to ensure that the roads/corridors are in better condition than other roads, and that the corridor offers more facilities/opportunities to road users. Subsequently the mentioned corridors, with an additional road (the P450), which connects Mvulazi to Dukumbane, has been earmarked for upgrading, and is marked on **Plan 4: Accessibility Network**.

### 3.6 Areas Of Economic Opportunity

The strategic documents of Nongoma refer to the Economic Status Quo, but are very vague with regards to the actual locality of economic resources. According to the Economic Contribution Rates, the Community, Social and Personal Services Sectors are the biggest economic contributors. Apart from that, other current economic resources & Contributors include:

- Mining
- Agriculture, Forestry & Fishery
- Manufacturing
- Construction
- Wholesale, Trade, Catering & Accommodation,
- Transport & Communication

The above mentioned economic contributors, existing economic activities, proposed and existing projects, as well as initial thoughts around the opportunities as discussed below, will have to be identified by the local authorities and spatially indicated.

The following opportunities have been identified by the Nongoma Local Municipality, which will guide further investigations into the spatial development of the Municipality.

- Tourism: Job Creation through direct and complimentary tourism services.
- Industrial: Align industrial opportunities with other labour intensive employment schemes (Up and downstream functions synergised for aggregate benefit)
- Business: Public Input for business incubation.
- Agriculture: Possibilities of organic farming.
- Land: Availability of Land for Expansion.
- Social Systems: Potential to harness benefits of community spirit
- Natural System: Expansion of the Town
- Service Provision: Road Infrastructure upgrade, waste management & recycling facility, training hospital.
- Administration: Improved Monitoring and planning to inform & improve planning & Development Policy.
- Crime: Target roots of crime through integrated development approaches.

- Planning: Ensure harmonious interaction between built environment and socio economic environment, and natural environment.

The Spatial Development Framework will ensure, inter alia that public and private sector activities are located in the areas that can best:

- Maximize opportunity for the poor;
- Promote economic generation potential;
- Promote accessibility;
- Ensure people are well located; and
- Promote a sustainable environment.

## 4 PHYSICAL ANALYSIS

### 4.1 Available Base Information

According to the Nongoma IDP, the following reports/strategies have been prepared and will be taken in to consideration during the development of the Spatial Development Framework. The table below lists these reports, and highlights information (available from the report) that has spatial implications.

**Table 6: Available Sector Reports**

SECTOR PLAN	DATE
Nongoma Housing Sector Plan	2007
Nongoma Housing Strategy (Review)	2010 / 2011
Zululand District Municipality Review Public Transport Plan (PTP)	2009
Zululand District Municipality Agricultural Sector Plan	2006
Zululand District Municipality Business Sector Plan	2006
Zululand District Municipality Disaster Management Sector Plan	2004
Zululand District Municipality Environmental Management Plan	2006
Zululand District Municipality Telecommunications Sector Plan	2006
Zululand District Municipality Tourism Sector Plan	2006
Zululand District Municipality Sectoral Plans: Health, Education, and Community Facilities (Nongoma Local Municipality)	2004
Zululand District Municipality Water Services Development Plan	2010 / 2011
Nongoma Municipality Economic Development Plan	Unknown
Nongoma Municipal Investment Strategy	2009
Nongoma Urban Design Framework	2009
Nongoma Municipality final Strategic Environmental assessment	2009
Nongoma Services Report	2009
Nongoma Local Economic Development Strategy	Unknown

Apart from the above sector plans that are mentioned in the IDP, the local authority indicated that some of the following information is also available either from them or from provincial departments. The Municipalities undertook to provide this information as soon as possible.

- Strategic Environmental Assessment (SEA);
- GIS Electronic Database from Zululand District Municipality;

- Neighbourhood Development Partnership Grant (NDPG) Plans;
- Zululand District Municipality (ZDM) – Transport Plan Zululand DM
- Zululand District Municipality (ZDM) – Transport Plan Nongoma LM
- Zululand District Municipality (ZDM) Disaster Management
- Department of Transport
- Public Transport Plan (KZN Province)
- GIS Data with PTO Mapping & isiGodi Boundaries
- COGTA– Historic Mining Information

## 4.2 Natural Resources

### 4.2.1 Topography & Runoff

The map attached as **Plan 5: Topography & Run-off** depicts the elevation and general characteristics of the land within Nongoma LM. The mean elevation (m above sea level) ranges from 257m above sea level, to 1,135m above sea level. It is clear that the area is very hilly, with the highest areas situated in the central and north western areas of the Municipality. The towns of Mahashini and Nongoma, is situated within the mentioned high lying areas. These fluctuating high levels of the municipality, has to affect the scattered settlement pattern that can be observed.

### 4.2.2 Slope Analysis

In similar fashion to the above topographical aspects, the slope analysis depicts the gradients of the land. The slopes range from 1:10 (10% incline), 1:6 (17% incline) and 1:3 (33% incline). The greater the gradient (1:6 – 1:3), the more difficult, and more expensive construction become.

Slope/gradient is also affecting modes of transport, as a maximum gradient of 1:20 (5%) is recommended for bicycle tracks, and a maximum gradient of 1:12 (8%) is recommended for foot paths. The terrain therefore plays an integral part in determining settlement patterns or the line of roads which needs to be built cost-effectively. The area is very hilly, with few areas with a gradient smaller than 1:10.

The Slope analysis map, attached as **Plan 6: Slope Analysis** shows that the more even plains are situated in the northern parts of Nongoma LM. The incline of the land did not adversely affect the settlement pattern as the populace settled all over the municipal area.

The same topographical aspects that affects the settlement pattern, will affect service delivery and installation of pipe line within the region.

### 4.2.3 Water CATCHMENT AREAS

Catchment areas is an extent or area of land where water from rain drains downhill into a body of water, such as a river, lake or dam. The drainage basin includes both the streams and rivers that convey the water as well as the land surfaces from which water drains into those channels, and is separated from adjacent basins by a catchment divide.

**Plan 5: Topography & run-off**, depicts the catchment areas for Nongoma LM. A total of 10 catchment areas exist within the Local Authority, which is also an indication of the extreme topographical changes of the area.





# NONGOMA

## SPATIAL DEVELOPMENT FRAMEWORK

### PLAN 7: TOPOGRAPHY, RUNOFF AND CATCHMENTS

**LEGEND**

- Place Names
- Railway Lines
- Major Rivers
- Minor Rivers
- Ward Boundaries (Mfoczi/Pongola)
- Nongoma Local Municipality
- Local Municipalities
- Elevation (m above sea level)

80 - 189	189 - 257	257 - 321	321 - 384	384 - 448	448 - 507	507 - 566	566 - 625	625 - 684	684 - 743	743 - 802	802 - 861	861 - 920	920 - 979	979 - 1038	1038 - 1097	1097 - 1156	1156 - 1215	1215 - 1274	1274 - 1333	1333 - 1392	1392 - 1451	1451 - 1510	1510 - 1569	1569 - 1628	1628 - 1687	1687 - 1746	1746 - 1805	1805 - 1864	1864 - 1923	1923 - 1982	1982 - 2041	2041 - 2100	2100 - 2159	2159 - 2218	2218 - 2277	2277 - 2336	2336 - 2395	2395 - 2454	2454 - 2513	2513 - 2572	2572 - 2631	2631 - 2690	2690 - 2749	2749 - 2808	2808 - 2867	2867 - 2926	2926 - 2985	2985 - 3044	3044 - 3103	3103 - 3162	3162 - 3221	3221 - 3280	3280 - 3339	3339 - 3398	3398 - 3457	3457 - 3516	3516 - 3575	3575 - 3634	3634 - 3693	3693 - 3752	3752 - 3811	3811 - 3870	3870 - 3929	3929 - 3988	3988 - 4047	4047 - 4106	4106 - 4165	4165 - 4224	4224 - 4283	4283 - 4342	4342 - 4401	4401 - 4460	4460 - 4519	4519 - 4578	4578 - 4637	4637 - 4696	4696 - 4755	4755 - 4814	4814 - 4873	4873 - 4932	4932 - 4991	4991 - 5050	5050 - 5109	5109 - 5168	5168 - 5227	5227 - 5286	5286 - 5345	5345 - 5404	5404 - 5463	5463 - 5522	5522 - 5581	5581 - 5640	5640 - 5699	5699 - 5758	5758 - 5817	5817 - 5876	5876 - 5935	5935 - 5994	5994 - 6053	6053 - 6112	6112 - 6171	6171 - 6230	6230 - 6289	6289 - 6348	6348 - 6407	6407 - 6466	6466 - 6525	6525 - 6584	6584 - 6643	6643 - 6702	6702 - 6761	6761 - 6820	6820 - 6879	6879 - 6938	6938 - 6997	6997 - 7056	7056 - 7115	7115 - 7174	7174 - 7233	7233 - 7292	7292 - 7351	7351 - 7410	7410 - 7469	7469 - 7528	7528 - 7587	7587 - 7646	7646 - 7705	7705 - 7764	7764 - 7823	7823 - 7882	7882 - 7941	7941 - 8000	8000 - 8059	8059 - 8118	8118 - 8177	8177 - 8236	8236 - 8295	8295 - 8354	8354 - 8413	8413 - 8472	8472 - 8531	8531 - 8590	8590 - 8649	8649 - 8708	8708 - 8767	8767 - 8826	8826 - 8885	8885 - 8944	8944 - 9003	9003 - 9062	9062 - 9121	9121 - 9180	9180 - 9239	9239 - 9298	9298 - 9357	9357 - 9416	9416 - 9475	9475 - 9534	9534 - 9593	9593 - 9652	9652 - 9711	9711 - 9770	9770 - 9829	9829 - 9888	9888 - 9947	9947 - 10006	10006 - 10065	10065 - 10124	10124 - 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## SPATIAL DEVELOPMENT FRAMEWORK

## PLAN 8: SLOPE ANALYSIS

**Legend**

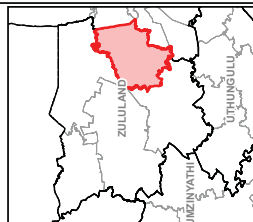
- Place Names
- Railway Lines
- Major Rivers
- Minor Rivers
- Regional Distributor
- District Distributor
- District Collector

**Slope Analysis**

- <1:10
- 1:10 - 1:6
- 1:6 - 1:3
- >1:3

**Ward Boundaries**

- Nongoma Local Municipality
- Localities

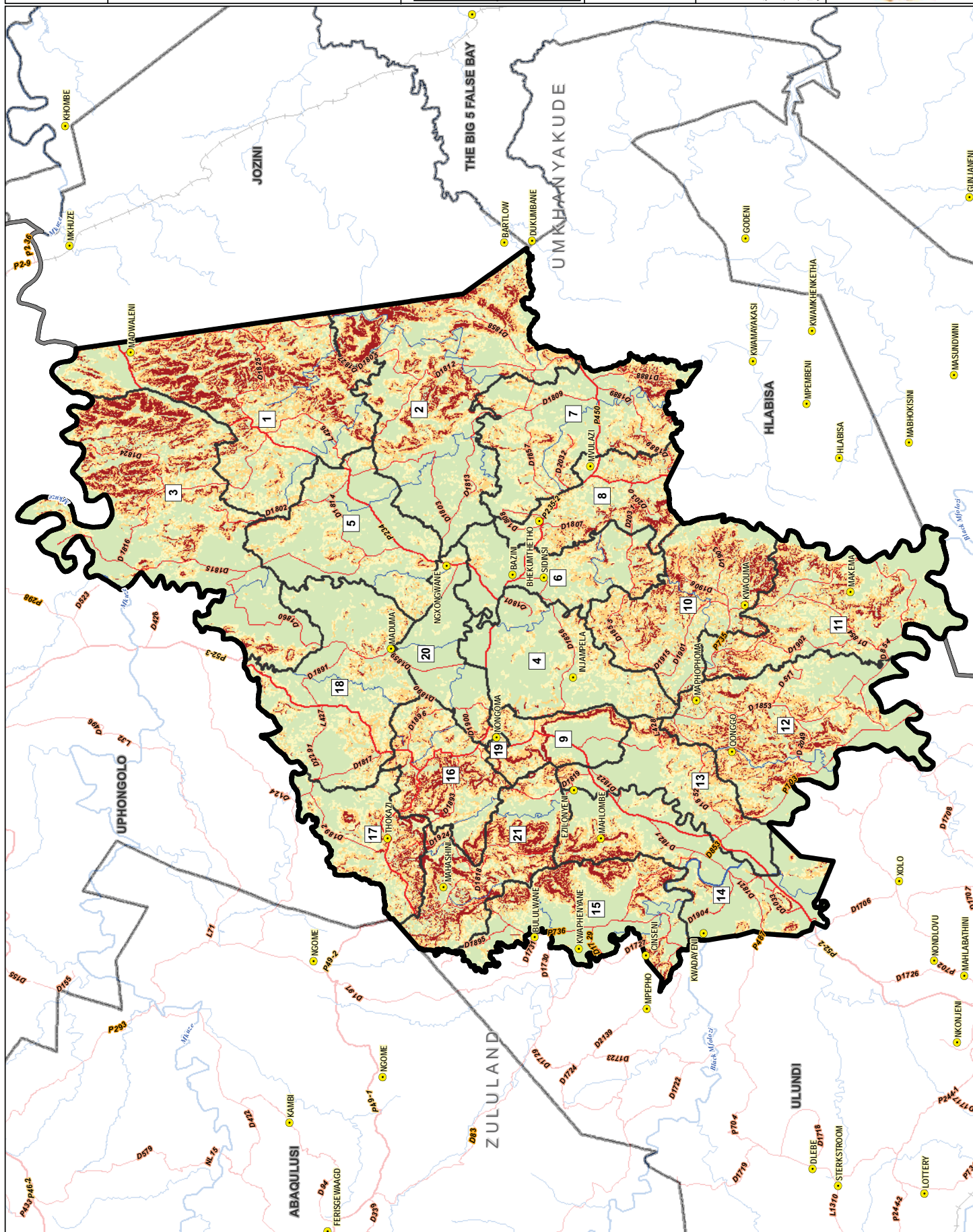


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Ecological aspects also need to be taken into account when considering Catchment Areas/Drainage Basins. The water flowing from the catchment areas, flows to a dam which is ultimately used for service provision such as water used for household purposes. It is therefore necessary to consider the impact that settlements have on the quality of water, and where sanitation services are critically needed to prevent cholera for example. The use of pesticides on large scale for agricultural use must be limited where commercial farming can have a negative impact on the quality of water. The spatial development framework must therefore highlight the critical aspects which need to be addresses as a matter of urgency, and ensure that no land use is proposed in an area, where the specific land use can have detrimental effects on the environment.

The presence of a large number of rivers and high volumes of water implies that safety of communities also needs to be considered by locating them outside possible flood line areas.

#### 4.2.4 Land COVER

The broad land uses found in Nongoma Local Authority, as depicted on **Plan 7: Land Cover** consist of:

- Alpine grass-heath
- Bare rock
- Bare sand
- Bush land
- Degraded bush land
- Degraded forest
- Degraded grassland
- Bush land dense
- Erosion
- Forest
- Grassland
- Mines and quarries
- Old cultivated fields
- Permanent orchards
- Permanent pineapples dry land
- Plantation
- Rural dwellings
- Smallholdings - grassland
- Sugarcane - commercial
- Sugarcane - emerging farmer
- Subsistence (rural)
- Urban
- Dams
- Wetlands
- Woodland

The mountainous areas as described in the previous paragraphs are basically covered with woodlands, whilst the more evenly sloped areas are covered with grasslands. Most of the natural vegetation is flourishing, and although it might assist in future analysis, to identify tourism initiatives, in the woodlands and forest areas, the more important aspects to mention is the adversely affected areas, where human presence impacted on the area.

Settlement areas are found all over the municipal area, but are mostly concentrated along the transportation routes.

Although erosion areas are found throughout the municipal area, the highest occurrence of soil erosion is in close proximity to the settlement areas, where human activity is the cause of the degradation. The highest occurrence of erosion is at Madumo, and on the northern boundary of the Municipality.

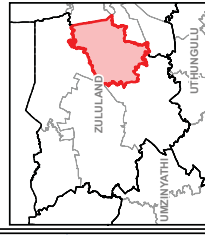
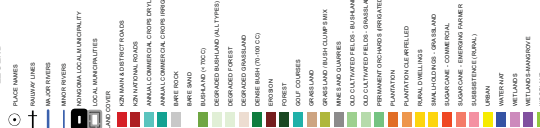
The main concentrations of subsistence farming are within the northern areas of the Municipality, and close to the southern settlements of Mvulazi, Bazini, Nongoma, and Kwadayeni.

The high presence of subsistence farming is a clear indication of the poverty levels of the community.





## LEGEND



892 Ungeni Road  
1st Floor Stadium Building  
Suite 2, Durban 4001  
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#### 4.2.5 Protected & Conservation Worthy Areas

According to existing GIS information obtained from the District Municipalities, there is no formal conservation areas. The data obtained from Ezemvelo KZN Wildlife is captured on Plan ? : Protected and Conservation Worthy Areas which depicts Negotiated and Mandatory reserves as determined by MINSET (Minimum set of Criteria to conserve Specific Biodiversity). Nongoma only has negotiated reserves, which means that although biodiversity is not threatened to a critical level, development needs to be monitored, and be made subject to environmental management processes before and during development process.

The highest concentration of the Negotiated reserve is situated in the area between Mahashini, Thokazi, Nongoma and Mahlombe. Other groupings are situated around Qonggo, Maphophoma and Injampela.

### 4.3 Human Resources

#### 4.3.1 Population

Nongoma Local authority has a total of 198,433 residents according to the 2001 Population Census. Between 1996 and 2001 a growth of 0.62% was experienced, which is used to predict future populations. The table below depicts the estimated population to be present in Nongoma within the next few years.

**Table 7: Estimated future population to be present in Nongoma**

Future Year	Future Population
2010	216623
2011	218744
2012	220886
2013	223049
2014	225234
2015	227439

These predictions are only done for the municipality as a whole. The profile of the municipality would stay exactly the same should the future predictions be done for each ward. The 2001 census data is therefore only used to present and confirm trends within the municipality. Changes in Wards can only be known through a comprehensive census survey. The last national survey was conducted in 2011, although the results will only be released in 2013.

The highest number of residents is settled in Wards 3 and 16, with the smallest number of people situated within ward 19, which contains the town of Nongoma. It must be noted that ward 19 is the smallest ward which explains the low number of residents, but it also has the highest density (4 people/ha), whilst the average density is 1.2 people/ha, as per the stats from the 2001 Census.

The graph overleaf depicts the population distribution between the wards of Nongoma.



**PLAN 30:  
ACCESSIBILITY VIA ROADS**

- Households

- Place Names

— Railway Lines

— Major Rivers

— Minor Rivers

— all other values

- <all other values>
- Regional Distributor

— Regional Distributor

— District Distributor

- District Distributor
- District Collector

Distance from Roads

Distance from  
200m

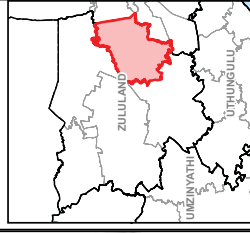
200m  
500m

500m  
1000m

1000m

 Nongoma Local Municipality

☐ Nongovernmental Local Municipalities



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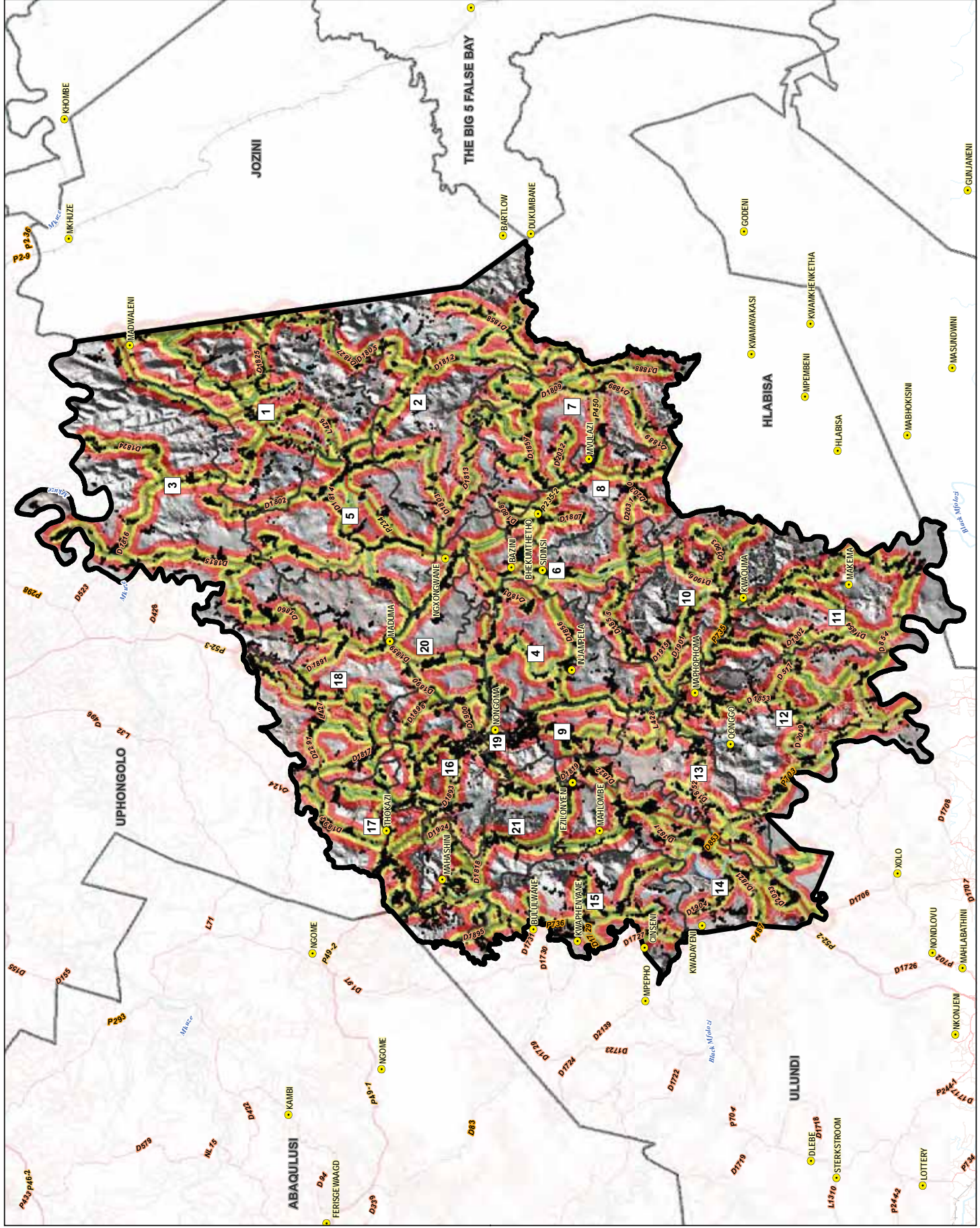
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3528

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**Email: [info@nhpgeospace.co.za](mailto:info@nhpgeospace.co.za)**







## SPATIAL DEVELOPMENT FRAMEWORK

SPATIAL DEVELOPMENT  
FRAMEWORK  
PLAN 11  
PROTECTED AND CONSERVATION  
WORTHY AREAS

## James

- Rivers
- Ward Boundaries
- Primary Distribution
- Regional Distribution
- District Distribution
- District Collector
- Railway Lines

**Nongoma Local Municipality**

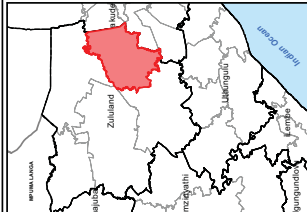
Local Municipalities

Protected Areas

## INSET

Mandatory Reserve

Negotiated Reserve



2 Umgeni Road  
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Site 2, Durban 4001

l.: (031) 303 3900  
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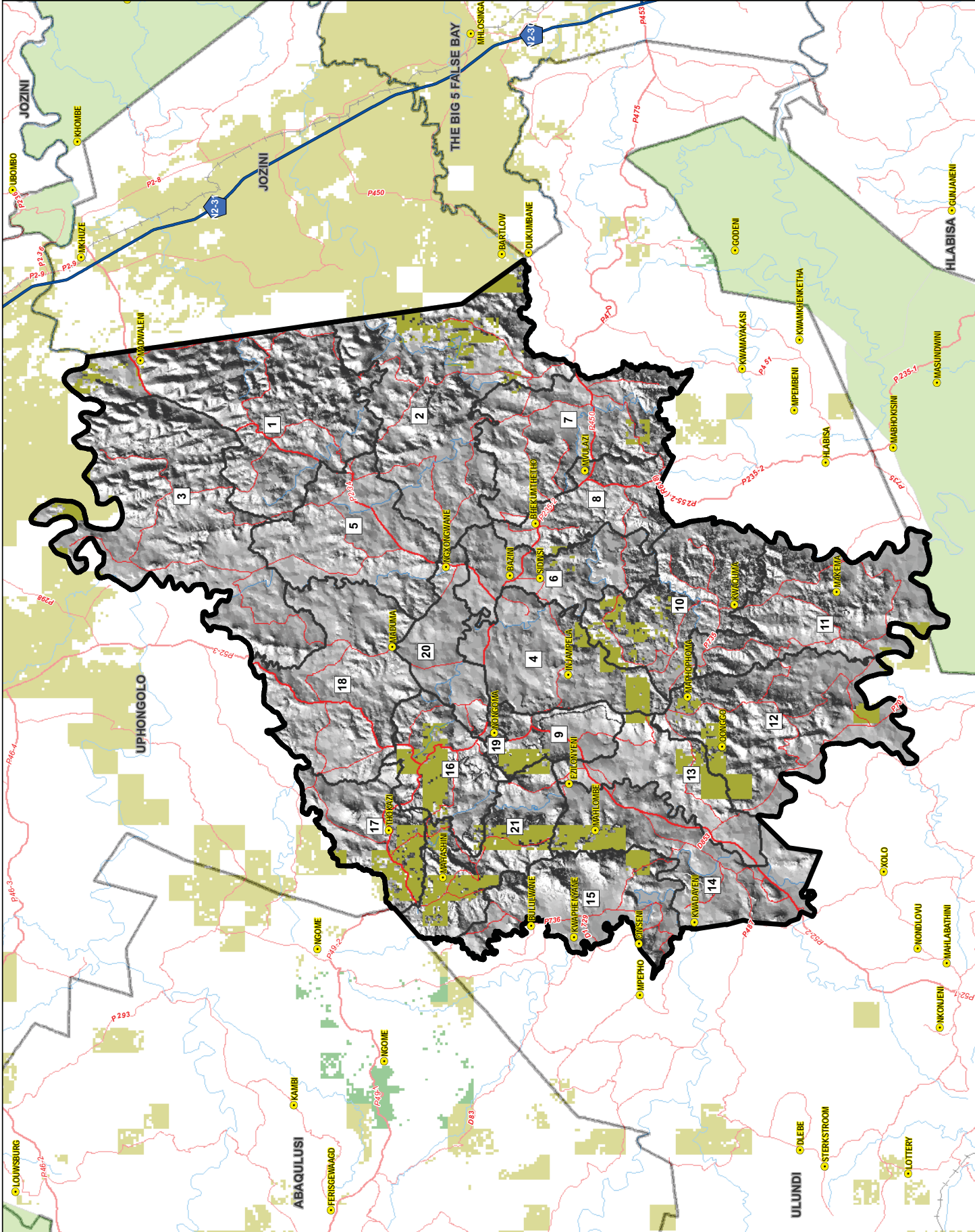
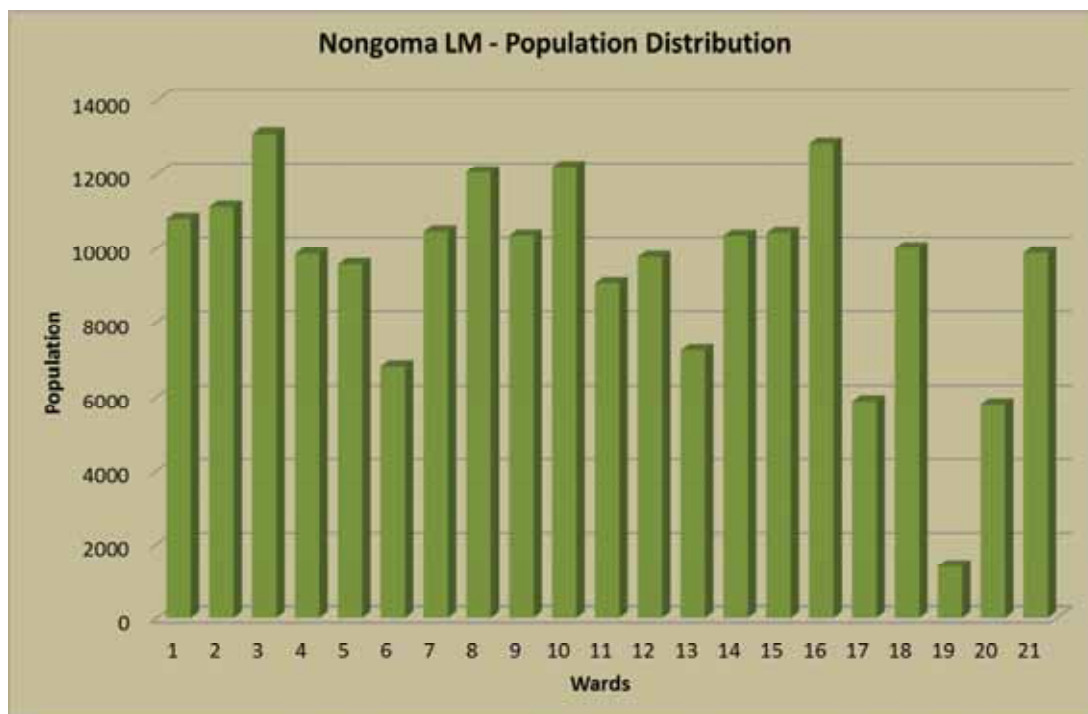




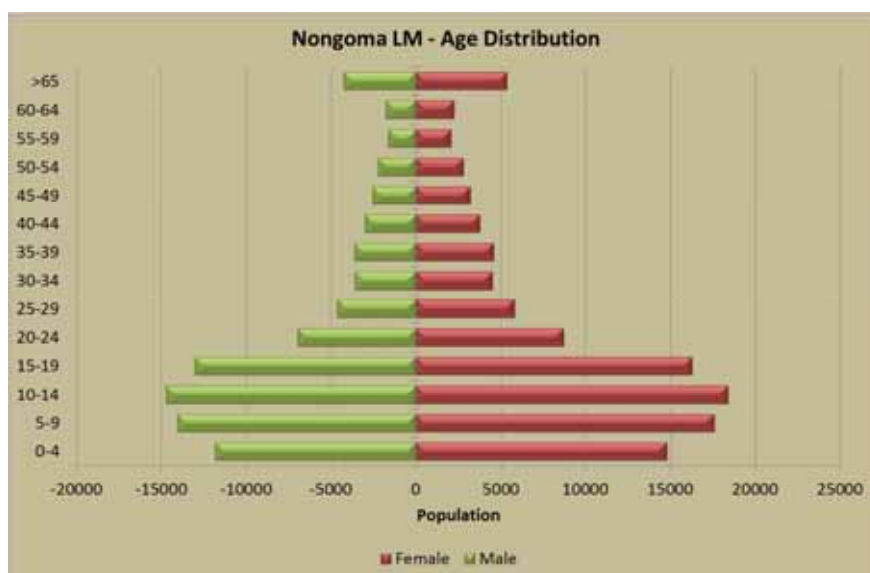
Figure 11: Graph illustrating the Population of Nongoma Local Municipality per Ward in 2001



#### 4.3.2 Age & Gender Distribution

Overall males are 21,766 less than the females within Nongoma. As depicted in the Graph below, the current population of working age is far less than the school going and retired age groups. A small portion of the population is therefore looking after a large portion of the population. This, combined with the high unemployment rate, the situation becomes dire. Depending on the birth rates during the following years, this pattern should stay very similar in the years to come.

Figure 12: Nongoma Local Municipality Age Distribution between Genders





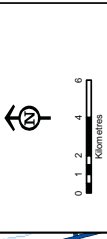
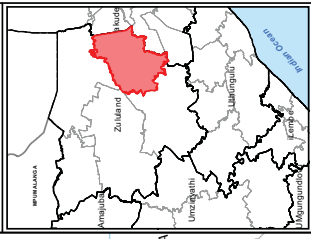


# NONGOMA

## SPATIAL DEVELOPMENT FRAMEWORK

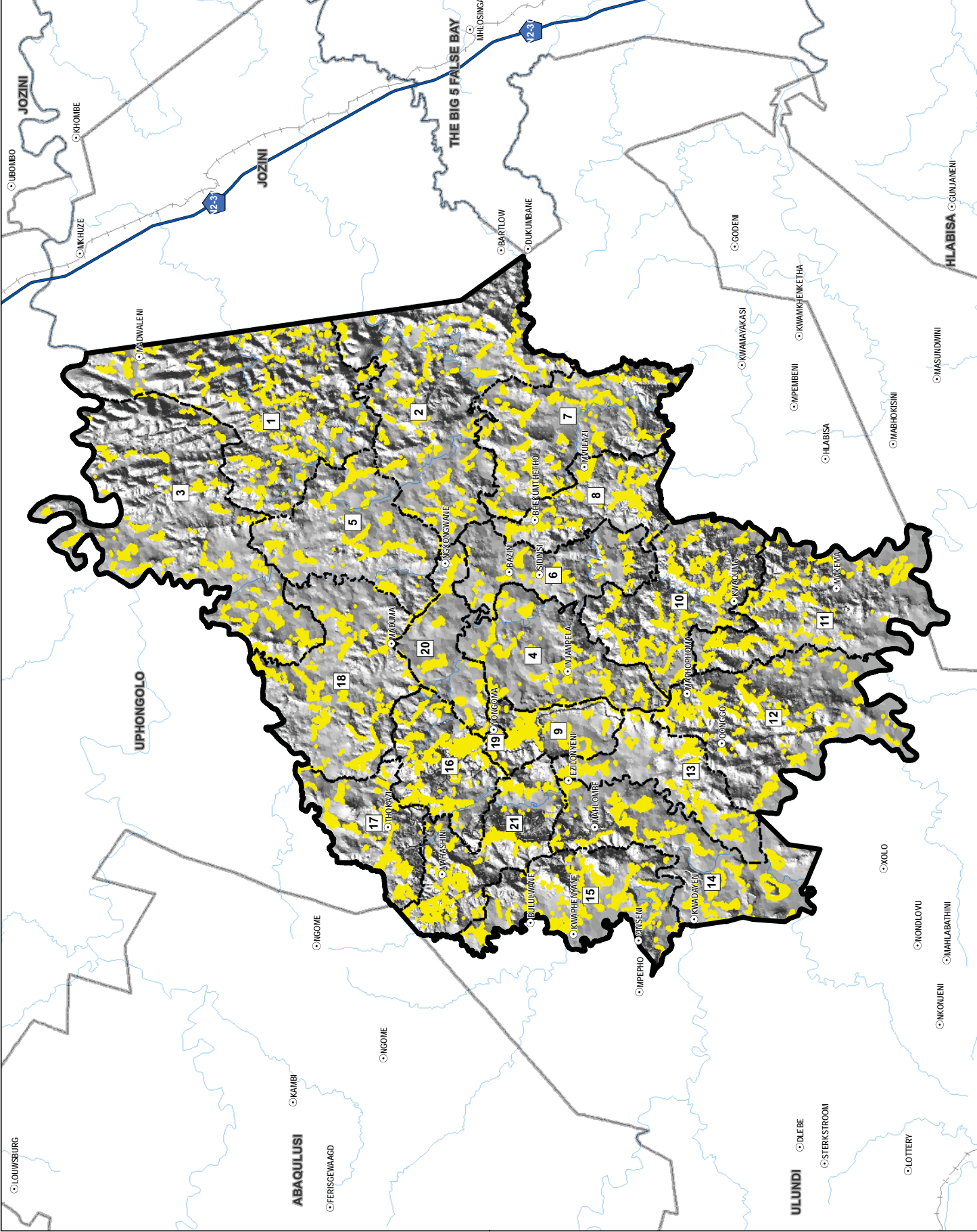
### PLAN 12: POPULATION DENSITY

- LEGEND**
- Place Names
  - Dots per Household
  - Rivers
  - Primary Distributor
  - Regional Distributor
  - District Distributor
  - District Collector
  - Railway Lines
  - Ward Boundaries
  - Nongoma Local Municipality
  - Local Municipalities



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## 4.4 Social Resources

### 4.4.1 Land Tenure

**Plan 10: Land Tenure** depicts the ownership of the properties within Nongoma. Apart from the town of Nongoma, the whole of the Municipality is owned and administered by a traditional authority. A very Large part of the western area of the Municipality, was subjected to restitution claims which was successful, and is now again registered in the name of the Traditional Authority.

Depending on existing communication structures between the local authority, and the Traditional Authority, careful planning & co-ordination will be required to ensure proper and effective provision of services in the areas administered by the Traditional Authorities.

### 4.4.2 Settlement Pattern

Nongoma is the only formal Urban Area with an Urban Edge, and a higher concentration of people. The remaining area of the Municipality has a severely scattered settlement pattern with very low densities of population. There is also no identifiable hierarchy of service centres. This poses a challenge in provision of services, and a densification strategy / grouping of people will have to be considered in order to ensure cost-effective provision of services. **Plan 11: Settlement Pattern** depicts the Urban Edge of Nongoma Town.

### 4.4.3 Health Facilities

The health facilities are categorised as clinics and hospitals and are separately depicted on **Plan 12: Clinics** and **Plan 13: Hospitals**.

The standards for provision of Health Facilities are sourced from the KZN Provincial Publication “Guidelines for Planning of Facilities in KwaZulu-Natal”. The KZN Department of Health is in the process of revising their standards.

**Clinics – Please refer to Plan 12: Clinics.**

The plan depicts existing clinics with an optimum walking distance of 1 to 2.5 km and a maximum walking distance of 5km. The municipality does not conform to this standard. Facilities are fairly evenly spread along main access routes and concentrated within dense core area (Apart from Injampela). The facilities fail to service some of the outlying areas in the east and south.

#### Hospitals

There are two hospitals, both which is situated within Nongoma itself. According to the standards contained in Section 6.3, the municipality is in need of 1 more Hospital.

### 4.4.4 Education

#### 4.4.4.1 Education Facilities

Nongoma is served by primary and secondary education facilities. **Plan 14: Primary Schools** and **Plan 15: Secondary Schools**, depicts the localities of the Educational facilities within the Municipality.

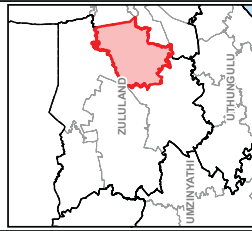




## PLAN 13: LAND TENURE

## LEGEND

- LEGEND**
- Place Names
  - Railway Lines
  - Regional Distributor
  - District Distributor
  - District Collector
  - Major Rivers
  - Minor Rivers
  - Gazetted Restitution
  - Traditional Authorities
  - Farm Portions
  - Urban Cadastral
  - Nongoma Local Municipality
  - Local Municipalities



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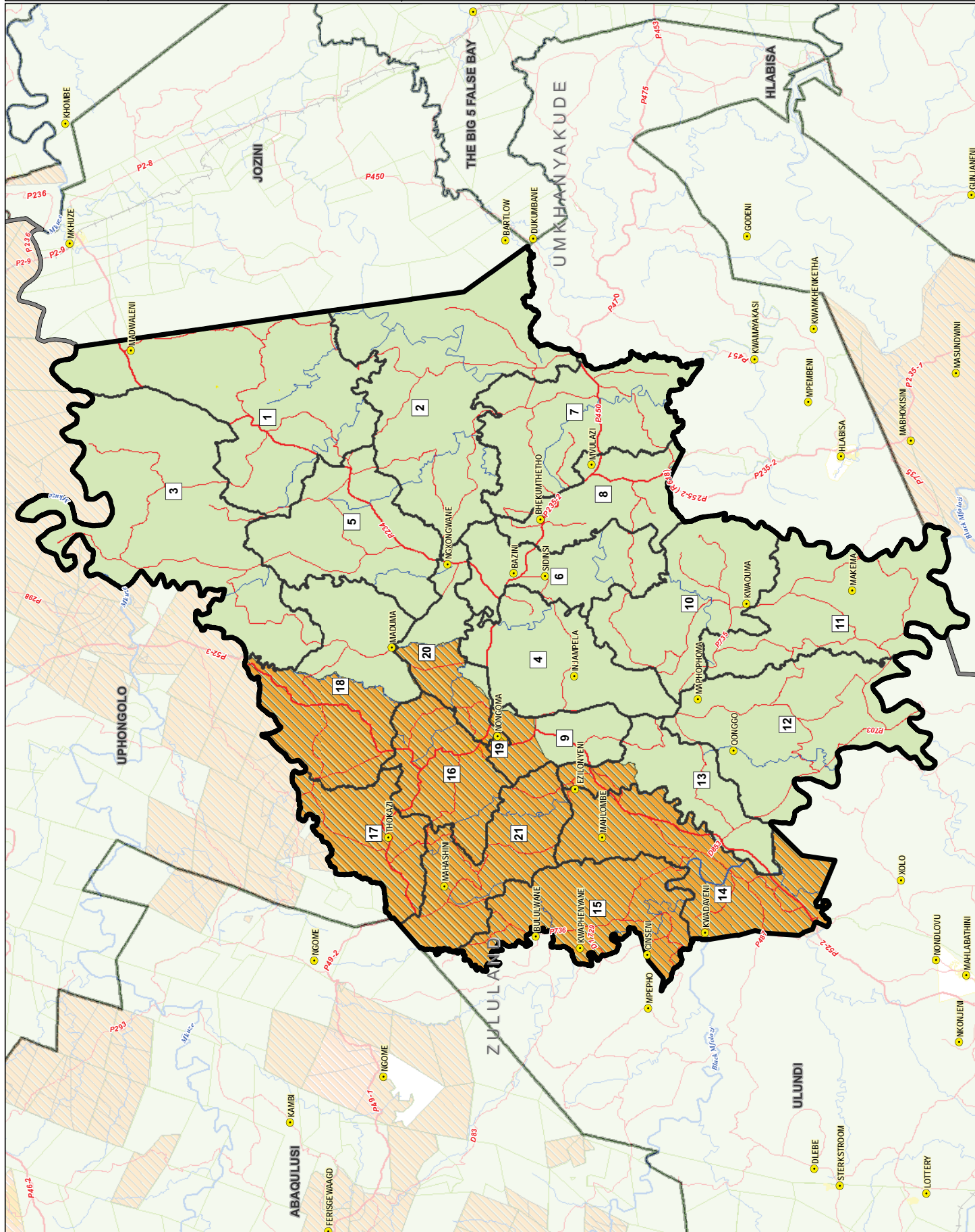
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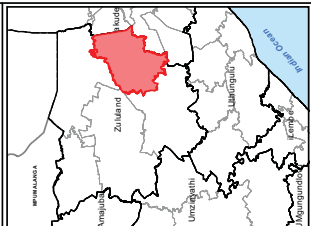




**NONGOMA**  
**SPATIAL DEVELOPMENT**  
**FRAMEWORK**

## LEGEND

- Place Names
- Rivers
- Primary Distribution Lines
- Railway Lines
- Regional Distribution Lines
- District Distribution Lines
- District Collector
- Ward Boundaries
- Nongoma Local Municipality
- Local Municipalities
- Settlement Boundaries
- Urban Edges



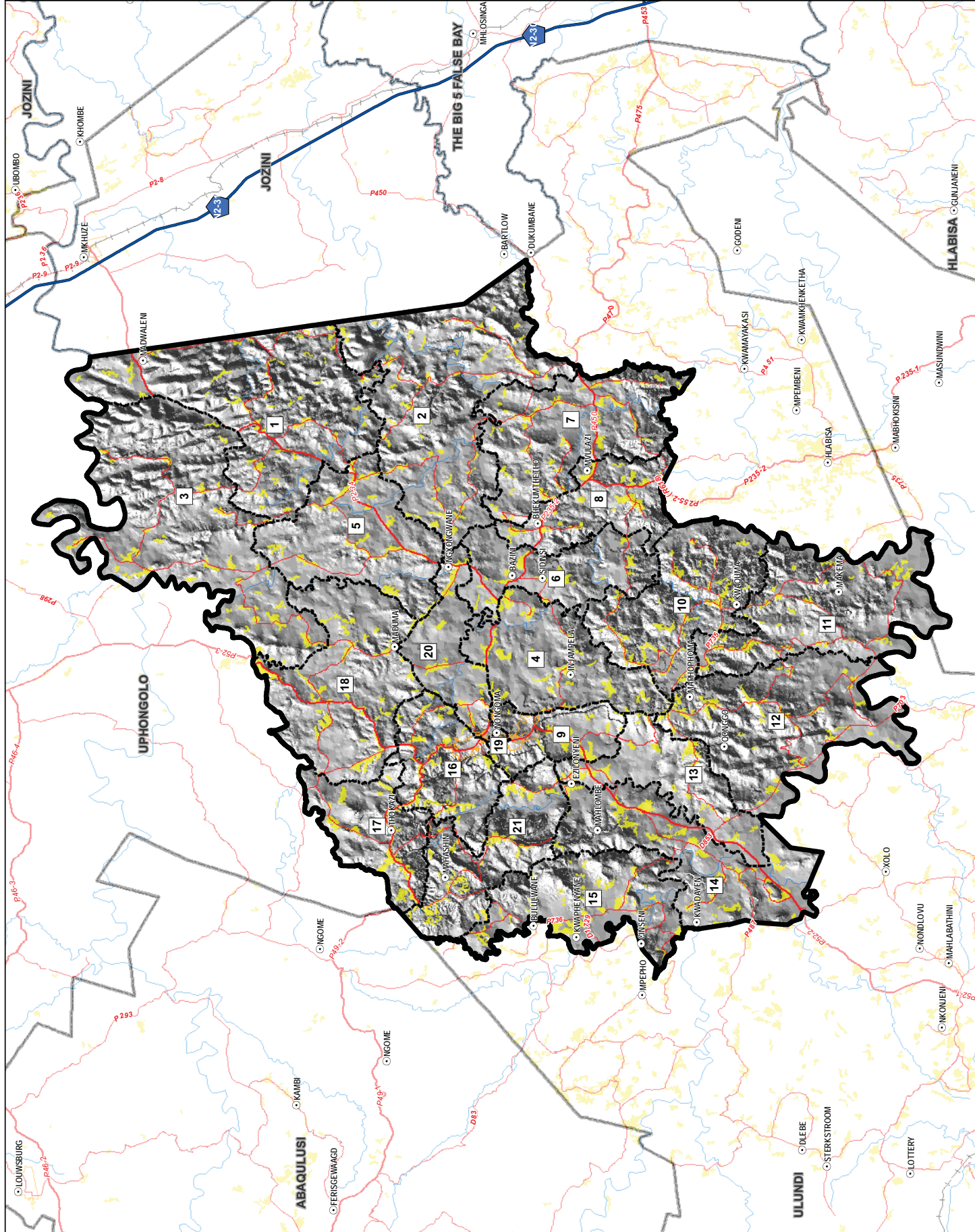
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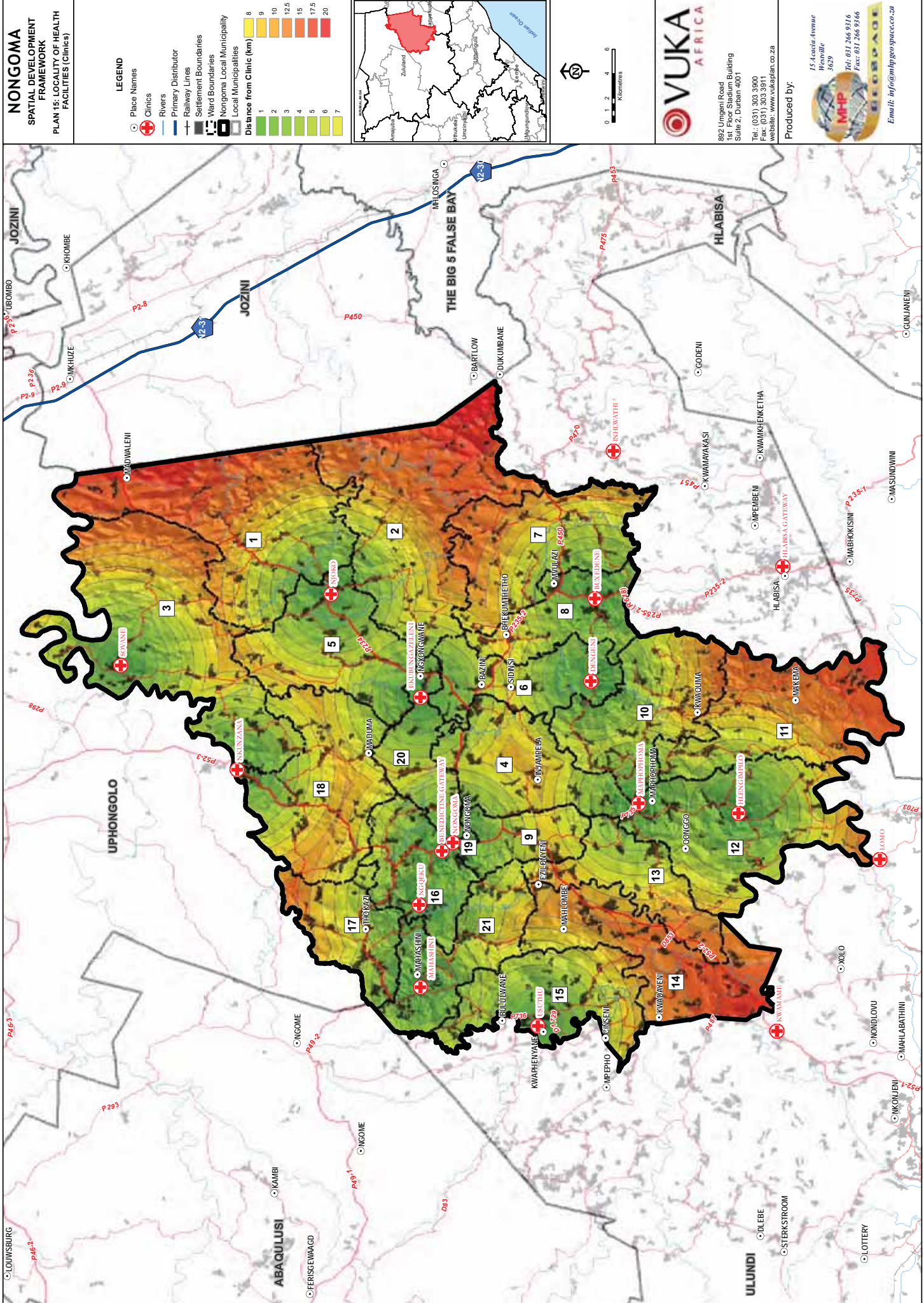
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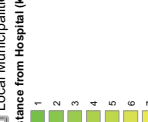




**NONGOMA**  
SPATIAL DEVELOPMENT  
FRAMEWORK  
PLAN 16: LOCALITY OF  
HEALTH FACILITIES(Hospitals)

### LEGEND

- Place Names  
Hospitals  
Rivers  
Primary Distribution  
Regional Distribution  
District Distribution  
District Collector  
Railway Lines  
Settlement Boundaries  
Ward Boundaries  
Nongoma Local M

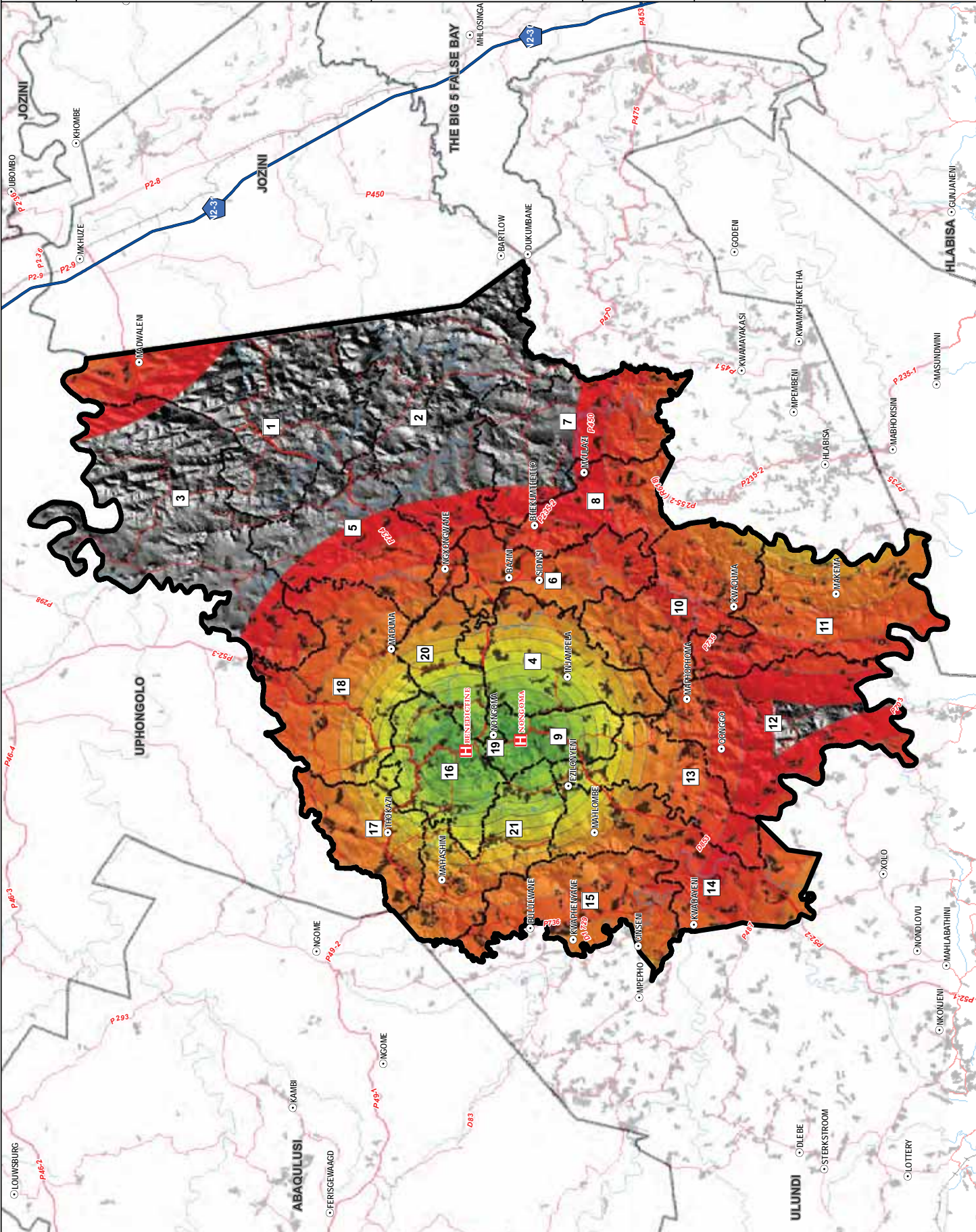


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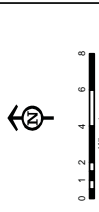
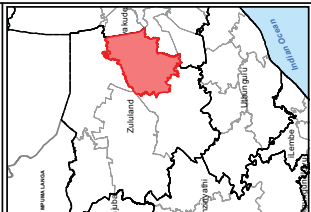


**NONGOMA**  
SPATIAL DEVELOPMENT  
FRAMEWORK

AN 17: LOCALITY OF EDUCATIONAL FACILITIES (Primary Schools)

## LEGEND

- Place Names  
 ▲ Primary Schools  
 — Rivers  
 — Primary Distributor  
 — Regional Distributor  
 — District Distributor  
 — District Collector  
 — Railway Lines  
 ■ Settlement Boundaries  
 ■ Ward Boundaries  
 ■ Nongoma Local Municipality  
 ■ Local Municipalities

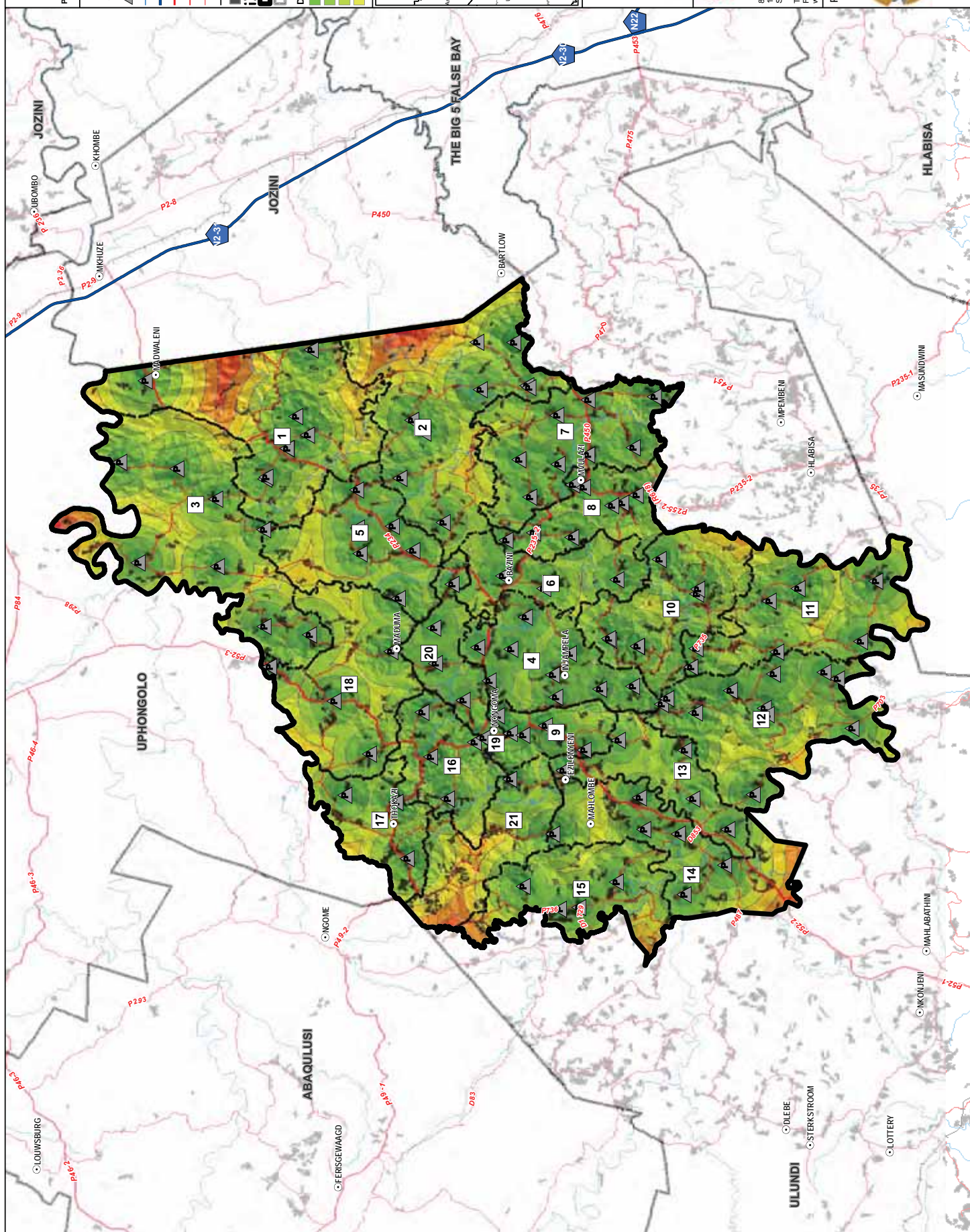


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Floor Stadium Building  
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E: [info@vukaplan.co.za](mailto:info@vukaplan.co.za)  
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# NONGOMA

## SPATIAL DEVELOPMENT FRAMEWORK

### PLAN 18: LOCALITY OF EDUCATIONAL FACILITIES (High Schools)

LEGEND

Place Names

High Schools

Rivers

Primary Distributor

Railway Lines

Settlement Boundaries

Ward Boundaries

Nongoma Local Municipality

Local Municipalities

Distance from School (km)

1

2

3

4

5

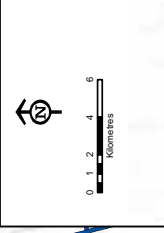
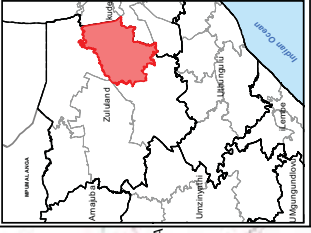
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website: www.vukaplans.co.za

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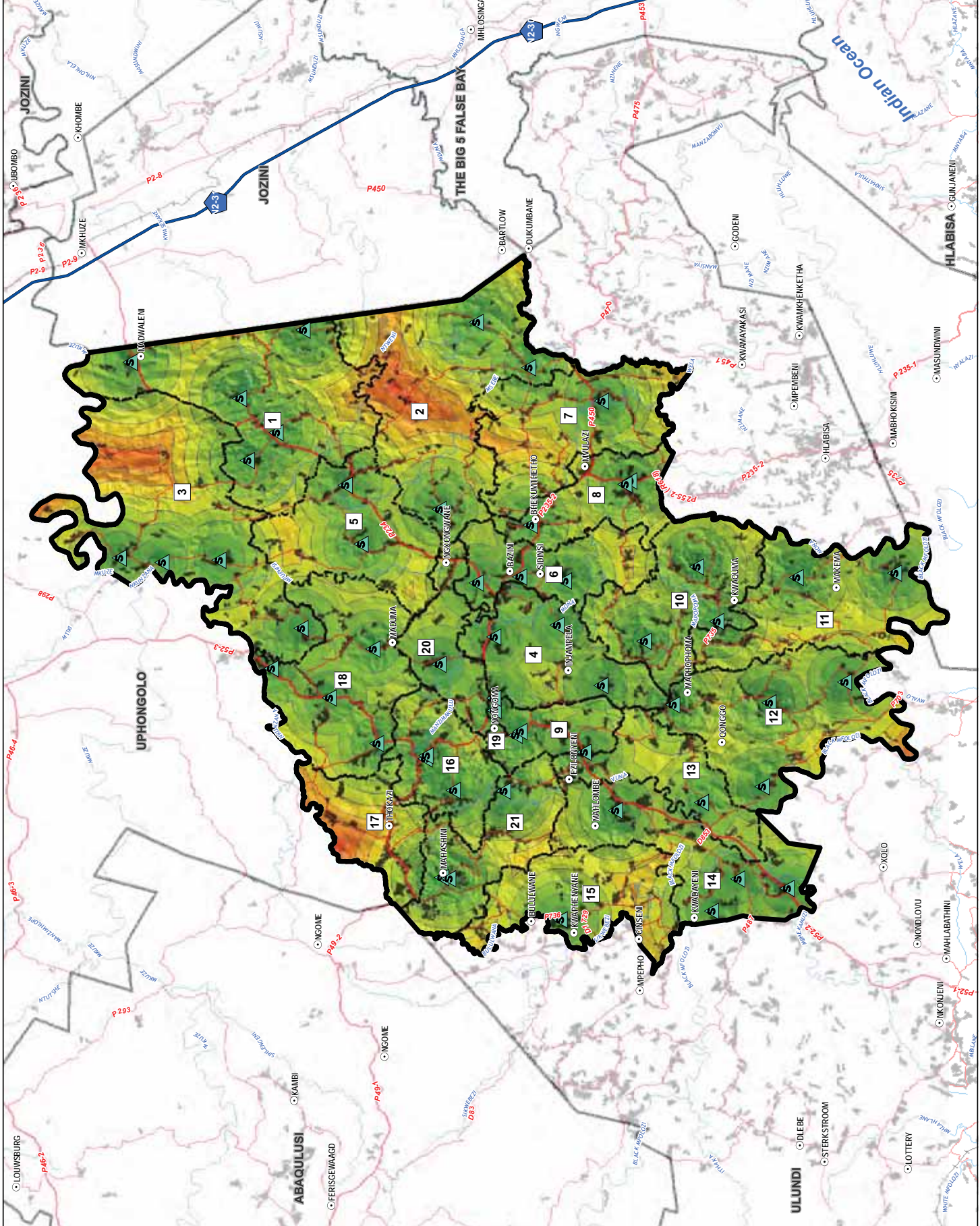
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3629

Tel: 031 266 9316

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The municipality is very well serviced in terms of primary schools, as is depicted on **Plan 14: Primary Schools**. There are two small areas in the eastern area, not covered by the standard. It will not be cost-effective to provide schools for these two areas alone, and a cross-border agreement is proposed to determine if an additional primary school can serve the two adjacent municipalities.

The challenge, with this amount of facilities, will be the maintenance, upgrading and quality of these facilities. Depending on the topography, accessibility might also pose challenges to the community.

Nongoma is very well serviced with secondary schools, apart from a few small areas on the boundaries of the municipality in wards 1, 2, 3, 14, 15, and 21. It is clear that the main concentration of schools is around Nongoma, which can be ascribed to the higher densities of population in and around the town of Nongoma. It will not be worth the while and cost-effective to establish schools for the areas not serviced by the existing high schools.

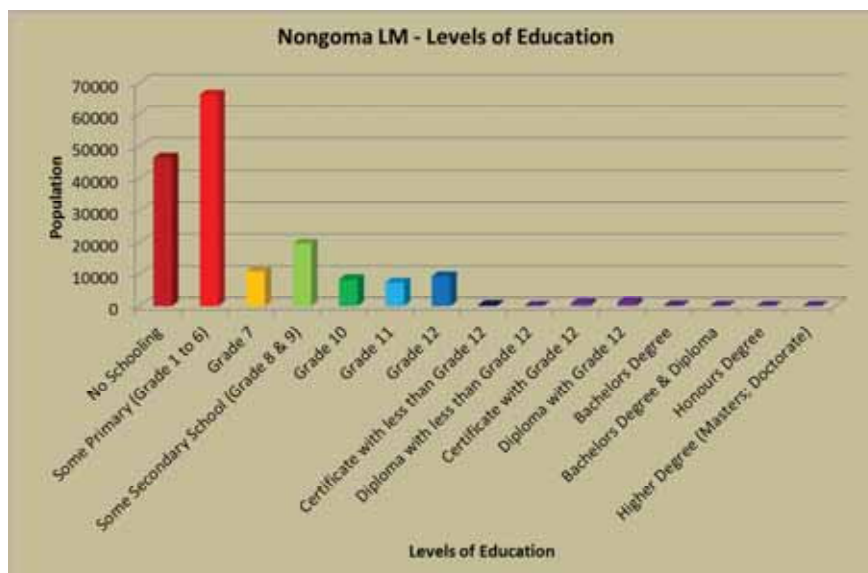
As with the primary schools challenges will include the maintenance and quality of the educational facilities.

#### 4.4.4.2 Levels of Education

The graph below depicts the levels of education for Nongoma residents above the age of 20. Almost 45 % of these adults had no formal school education, whilst only 2.5% of the population had education higher than grade 12. These levels of education impacts drastically on the type of work opportunities one can create for the populace. Unskilled & semi-skilled labour can be used for labour intensive projects such as infrastructure implementation, but in order for the communities to benefit from opportunities such as tourism, or other opportunities presented by the unique locality of the area, it might be possible or needed that some training be presented to the communities to empower them to utilise these opportunities.

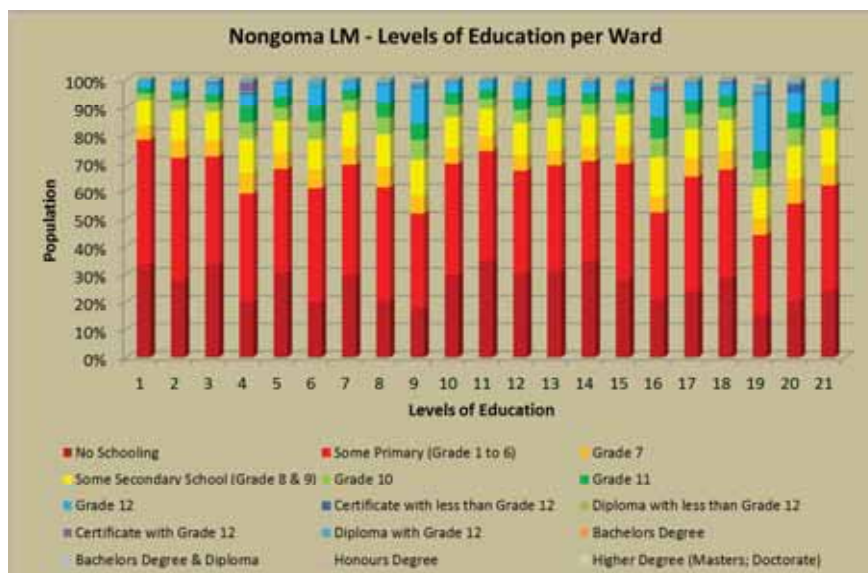
Possible projects include manufacturing initiatives which utilises unskilled or semi-skilled labour that requires in-job training.

**Figure 13: Levels of Education for Nongoma Local Municipality residents above the age of 20**



When comparing the different wards, it is clear that there is an almost equal distribution of education levels throughout the Municipality.

Figure 14: Level of Education per Ward of Nongoma Local Municipality



The ward with the highest level of Education is Ward 19 which houses Nongoma Town. This is due to the functions the town fulfil, and the fact that the professionals providing such services (medical, administrative, etc) resides in the Municipality. The challenge faced with these low levels of education is that it is very similar to that of the surrounding local Municipalities, and whilst labour intensive projects such as manufacturing is proposed as economic initiatives, the adjacent municipalities will also invest in high labour intensive initiatives. It is therefore necessary to act fast and utilise the comparative advantages offered through the resources or activity corridors within the Municipality to ensure that the targeted market segment is not grabbed by the adjacent municipalities.

#### 4.4.5 Libraries

Although the standards as contained in Section 6.3 are the official standards, the Director of the Librarian Services indicated that these levels of provision are not at all achievable, and is not cost effective. In a densely populated city such as New York, or London this might be achievable, but in rural KZN it is difficult to provide a number of cost-effective libraries within the Limited Budget. The situation is constantly assessed and libraries are then provided in close proximity to concentration of schools, urban areas, where the accessibility to the library is the highest, and the largest number of people can be reached.

Nongoma is currently serviced by 1 Library situated at 103 Main Street, opposite Telkom Offices in Nongoma.

#### 4.4.6 Police Services

Nongoma is serviced by 1 Police Station. In terms of the distance factor, the local authority is serviced, but when considering the threshold population, the municipality needs 3 additional police stations to serve the community properly. **Plan 16: Police Services**, reflect the area of influence of the police stations in the surrounding municipalities.

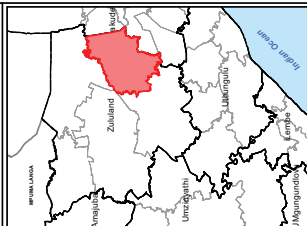
## SPATIAL DEVELOPMENT FRAMEWORK

## SPATIAL DEVELOPMENT FRAMEWORK

**N 19: LOCALITY OF POINT SERVICES**

## James

- Place Names  
Police Stations  
Rivers  
Primary Distributor  
Regional Distributor  
District Distributor  
District Collector  
Railway Lines  
Police Station 20K  
Ward Boundaries  
Longoma Local M  
Local Municipalit  
Settlement Bound

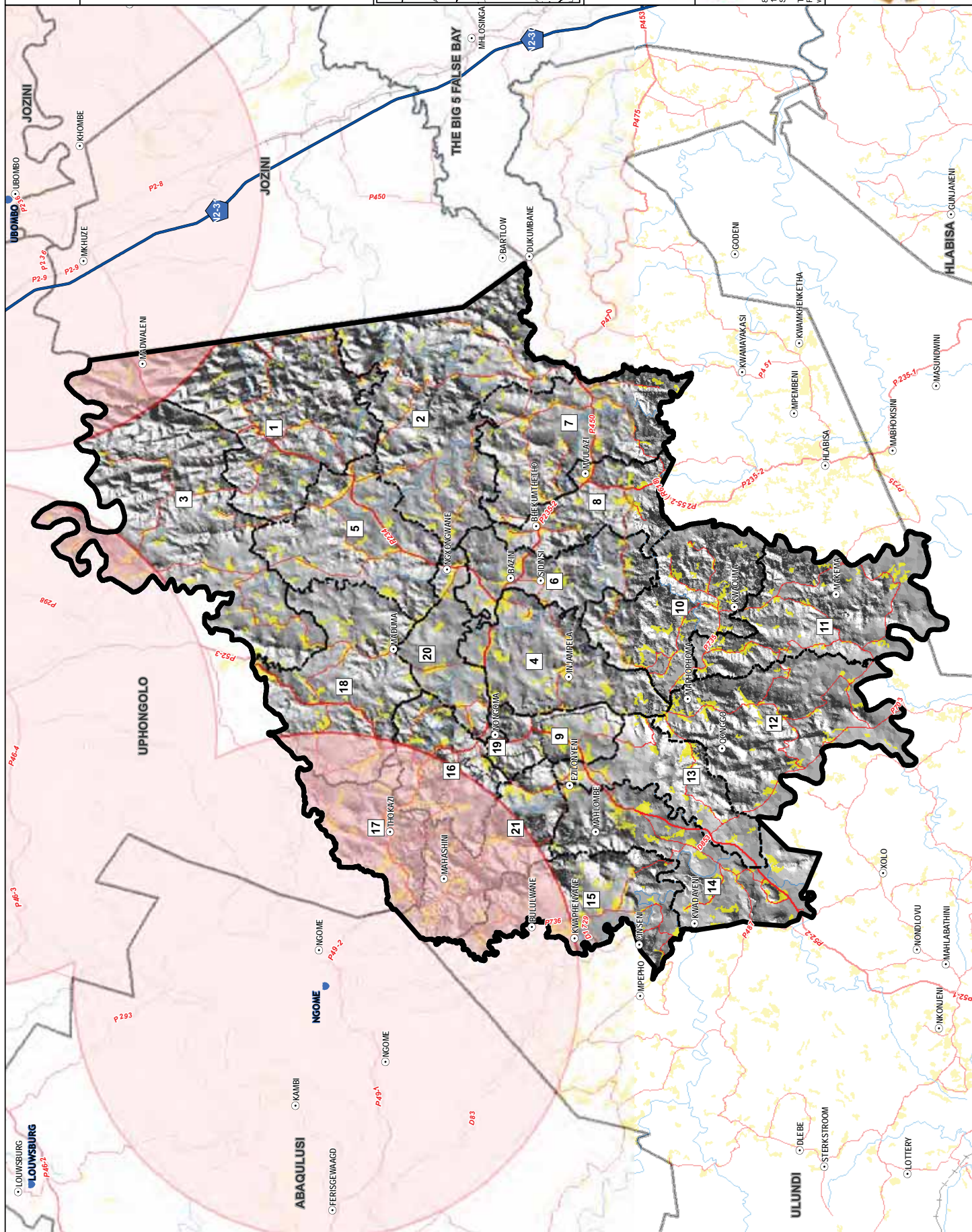


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#### 4.4.7 Community Halls

There are currently no official community halls recorded for Nongoma. This is highly unlikely, as Nongoma is well established, and with the amount of schools, a number of multi-purpose facilities must have been constructed to be utilised by the community and the schools.

### 4.5 Physical Resources

#### 4.5.1 Transportation Network

The primary transport corridor is the **R66** that runs through Nongoma and links Ulundi in the south to Pongola in the north. This road is only partly surfaced, and it is possible that when the route is fully surfaced, it might attract a higher volume of traffic, which will bring higher economic opportunities to the area as well.

Nongoma has three separate District Secondary Corridors meeting within the town. These corridors are.

- Nongoma to Vryheid (Abaqulusi Local Authority).
- Nongoma to Hlabisa and the N2.
- Nongoma - Mkhuze and N2.

The above secondary corridors, and an additional road (the P450), which connects Mvulazi to Dukumbane, has been earmarked for upgrading. Please refer to **Plan 17: Transportation Network**.

The Road Infrastructure Strategic Framework for South Africa (RIFSA) classifications indicates a major dependency on lower order access roads for most of the residents within Nongoma. Due to the remoteness of these roads, as well as the limited funding for infrastructure maintenance, maintenance of these roads might pose a problem in future. To ensure correct future analysis of these roads and the dependency of other aspects' such as economic opportunities etc. it will be necessary to research the conditions of all these roads, as well as the condition and localities of Transport facilities. **Plan 18: Accessibility via Roads**, depicts how accessible specific areas are via roads. This is an indication of the ease by which certain services e.g. mobile clinics & libraries can be provided to the community.

#### 4.5.2 Mode Of Transportation

The largest portion of the Nongoma Population is pedestrianized (83% of the population). This implies first of all, the lack of funds to utilise public transport, or the lack of an adequate public transport system. This also relates to the remoteness of some of the areas, as no proper road infrastructure exists which allows taxis or buses to reach these remote areas. The last scenario is the most likely of the scenarios, as very few well-maintained lower order roads exist. The three aspects combined, is an indication of the poverty levels of this area. With the High Dependency on the lower order nodes, it is necessary to ensure proper transport infrastructure exist, especially with the view of creating economic growth in the municipality, which positively affects everybody. Should the residents not have proper access to opportunities; the initiatives will not be successful.

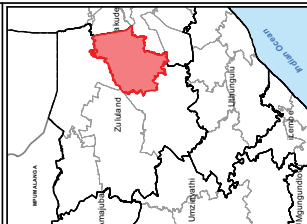


## SPATIAL DEVELOPMENT FRAMEWORK

PLAN 20

—

- | Place Names                  | Place Names |
|------------------------------|-------------|
| Airports                     |             |
| Rivers                       |             |
| Primary Distributor          |             |
| Other Roads                  |             |
| Regional Distributor         |             |
| District Distributor         |             |
| District Collector           |             |
| Access Roads                 |             |
| Railway Lines                |             |
| Airfields                    |             |
| Ward Boundaries              |             |
| Nongoma Local Municipalities |             |
| Local Municipalities         |             |
| Settlement Boundaries        |             |

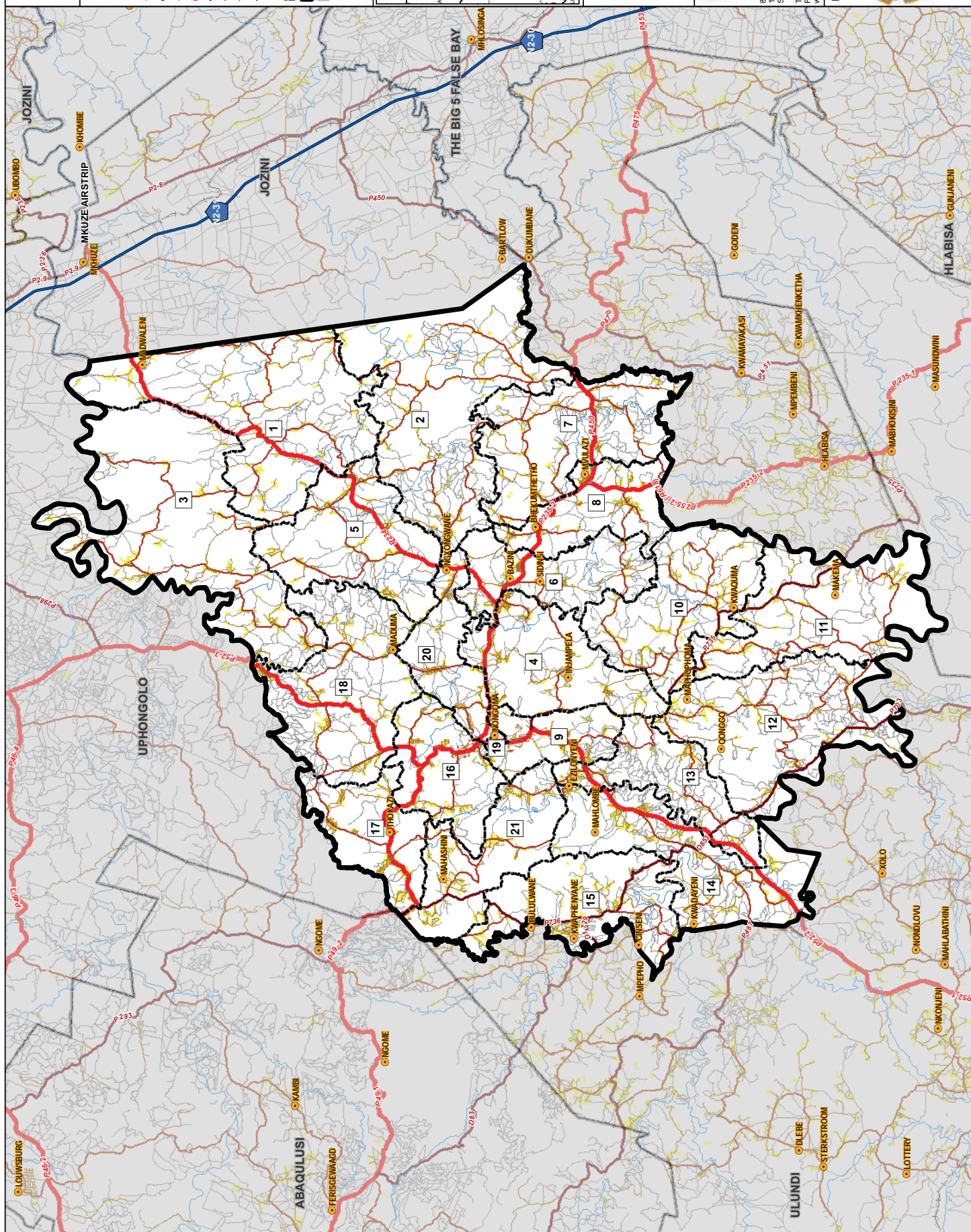


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1st Floor Stadium Building  
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Tel.: (031) 303 3900  
Fax: (031) 303 3911  
Website: [www.vukaplan.co.za](http://www.vukaplan.co.za)

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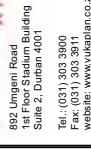
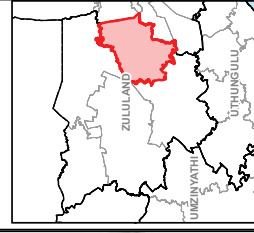


**PLAN 30:  
ACCESSIBILITY VIA ROADS**

- Households
- Place Names
- Railway Line
- Major Rivers
- Minor Rivers

**Non go**

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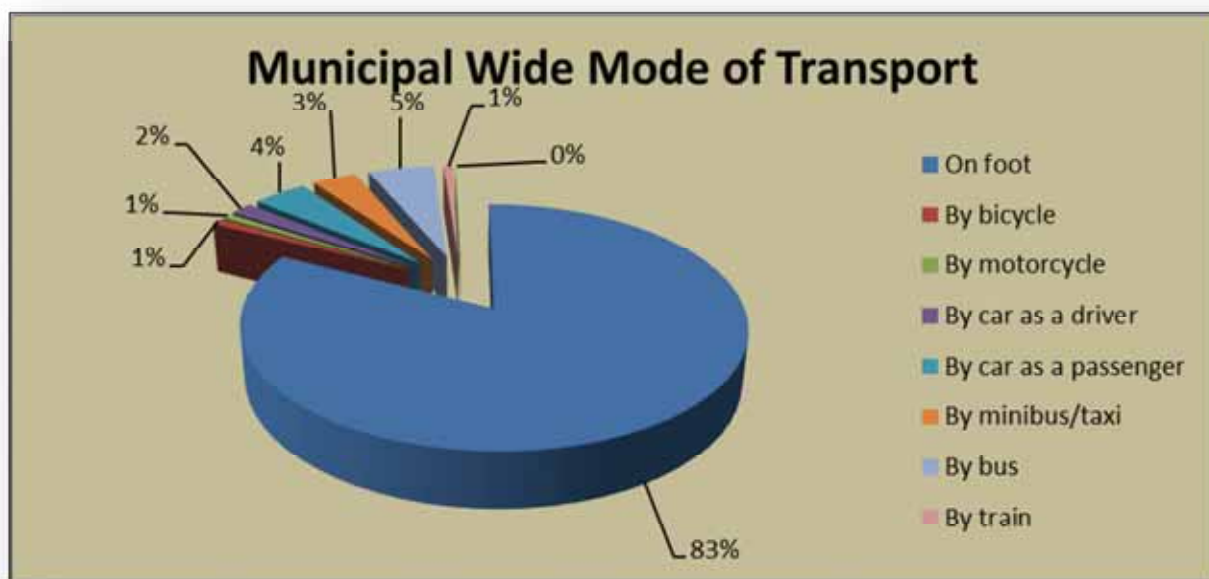
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Figure 15: Graph illustrating Modes of Transportation within Nongoma Local Municipality



Apart from the pedestrians, the most common modes of transport are Minibuses (3%) cars (4%) either as driver or passenger, and Buses (5%). A huge gap exist that needs to be addressed through municipal assistance. The SDF should aim to address these needs of the communities, by identifying possible transportation and connection routes, as well as inter modal transfer facilities.

#### 4.5.3 Water Services

Unfortunately, no GIS information is available w.r.t bulk water infrastructure. Assistance from the Local and District Municipality will be needed in identifying the bulk water infrastructure within the area. This will assist to identify areas for investment in terms of service provision. The data will be updated after consultation with the various tiers of government operating in this area. **Plan 19: Accessibility to Water**, does however reflect the localities of current water sources utilised by the population. It does not distinguish between type of water source e.g. borehole, rive etc.

#### 4.5.4 Sanitation Services

The statistical Data from Stats SA distinguishes between the following types of sanitation services to be provided to the communities.

- Flush toilet with sewer
- Flush toilet with sceptic Tank
- Chemical Toilet
- Pit Latrine with Ventilation
- Pit Latrine without Ventilation

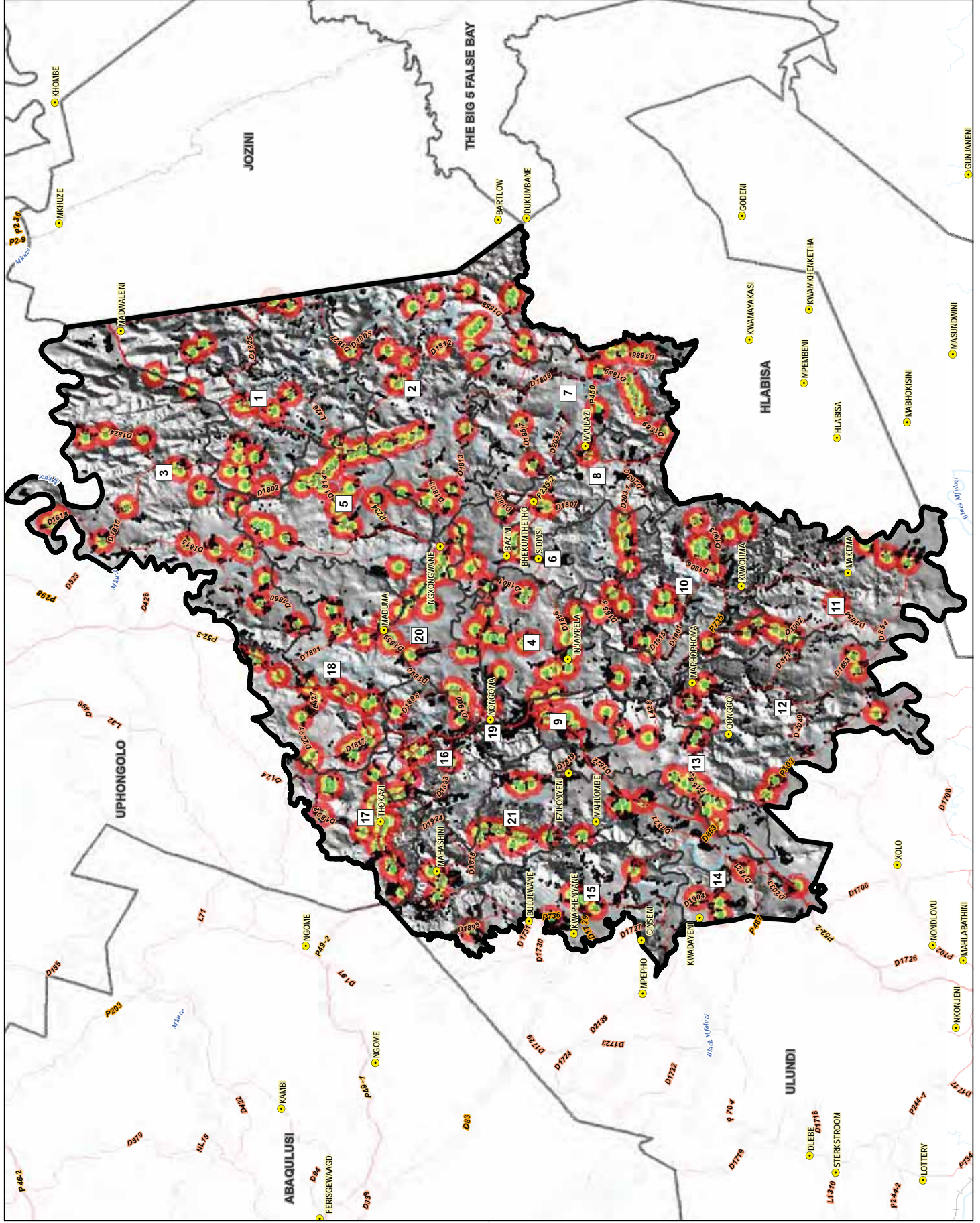
The obvious long term target is to provide all residents with waterborne sanitation and sewer but even with one of the above listed forms of sanitation are considered as serviced.





**PLAN 31:  
ACCESSIBILITY TO**

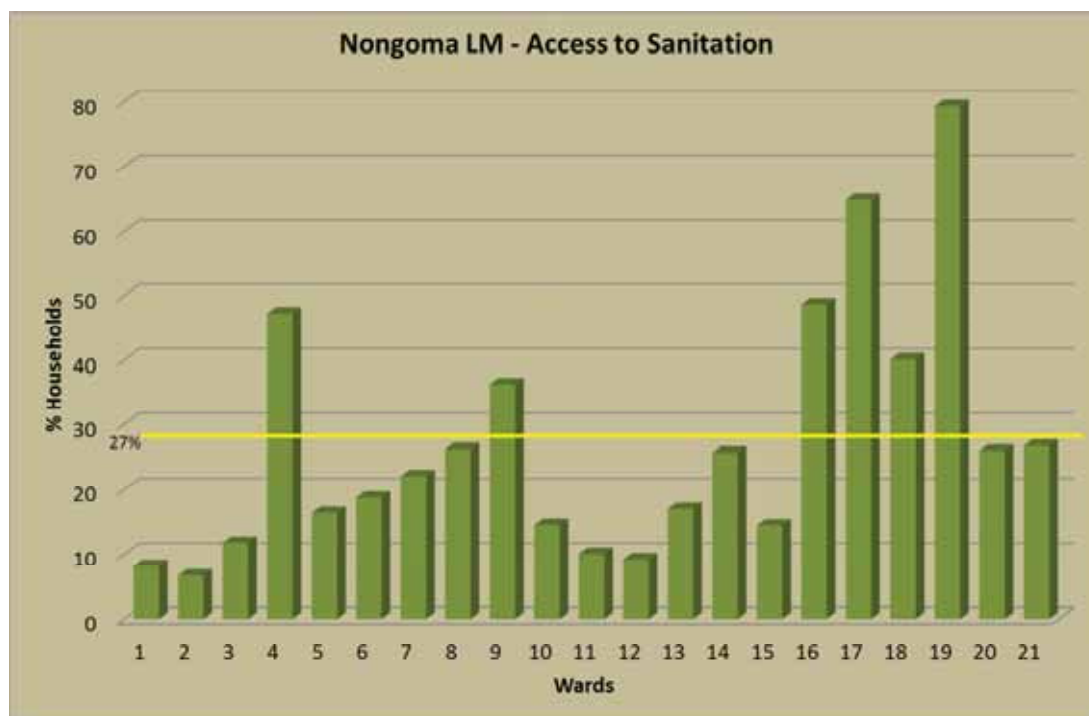
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The graph below depicts clearly that more than 50% of the Municipal Wards are serviced below the average service level of the Municipality. On average only 44% of the municipality has been serviced with one of the acceptable form of sanitation. Wards 1,2,3,5, 10, 11, 12 and 15 needs serious attention with regards to provision of sanitation services.

**Figure 16: Graph illustrating Sanitation Levels per Ward of Nongoma Local Municipality**



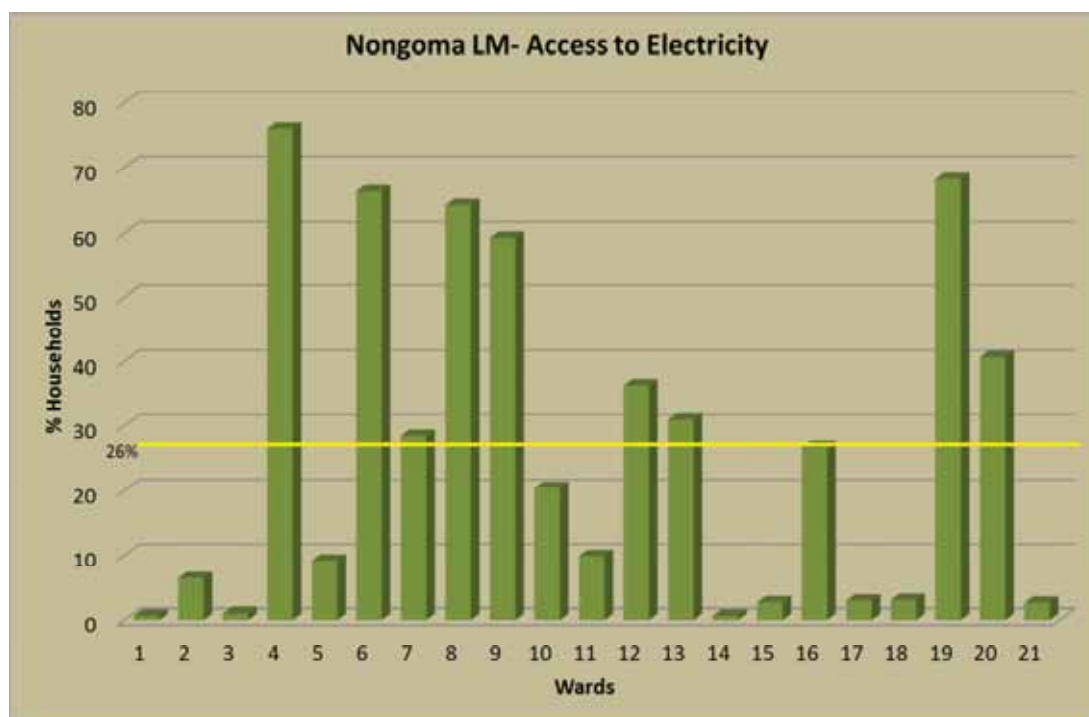
The areas with the highest level of services are the wards that are situated closest to Nongoma Town, namely wards 16 to 19, and subsequently linked to the waste water treatment plant.

#### 4.5.5 Electricity Network

Access to electricity was measured according to the energy used for lighting purposes. The reason for this is that lighting is the cheapest and therefore the first item powered by electricity. The graph below depicts the percentage of people from each ward with access to electricity.



Figure 17: Graph illustrating Access to Electricity per Ward of Nongoma Local Municipality



On average 26% of all the residents have access to electricity. The wards that has “above average” access to electricity is situated in close proximity to some of the major thoroughfares, whilst the wards with below average services are situated in remote areas. Ward 12 is the exception to this rule, as it has above average service levels, but is not situated close to major activity areas.

**Plan 20: Electricity Network**, depicts the electrical infrastructure within the Local Authority. According to the GIS data received from the District Municipality, only one power substation exists. Additional electrical network data has been requested from ESKOM, and needs to be illustrated when obtained.

## 4.6 Financial Resources

### 4.6.1 Income Distribution

The Graph below depicts the income distribution throughout Nongoma Local Municipality. With an overall low income level as is the case in Nongoma, it is very difficult for the municipality to build a proper tax base, which can be utilised for provision & Maintenance of services.

Only a small portion of the population qualifies for payment of taxes. This leaves a huge burden on the current tax payers, who basically carry the municipality financially.

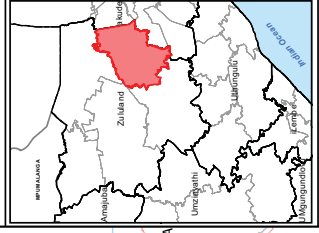
Without outside funding, the municipality will not be able to implement nor maintain any new services. It is therefore essential that the municipality implement initiatives to grow its tax base, by implementing successful economic development initiatives.

# NONGOMA

## SPATIAL DEVELOPMENT FRAMEWORK

### PLAN 22: ELECTRICITY NETWORK

- LEGEND**
- Place Names
  - Power Sub-stations
  - Power Lines
  - Rivers
  - Primary Distributor
  - Regional Distributor
  - District Distributor
  - District Collector
  - Railway Lines
  - Ward Boundaries
  - Nongoma Local Municipality
  - Local Municipalities
  - Settlement Boundaries



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892 Umgeni Road  
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Suite 2, Durban 4001  
Tel: (031) 303 3900  
Fax: (031) 303 3911  
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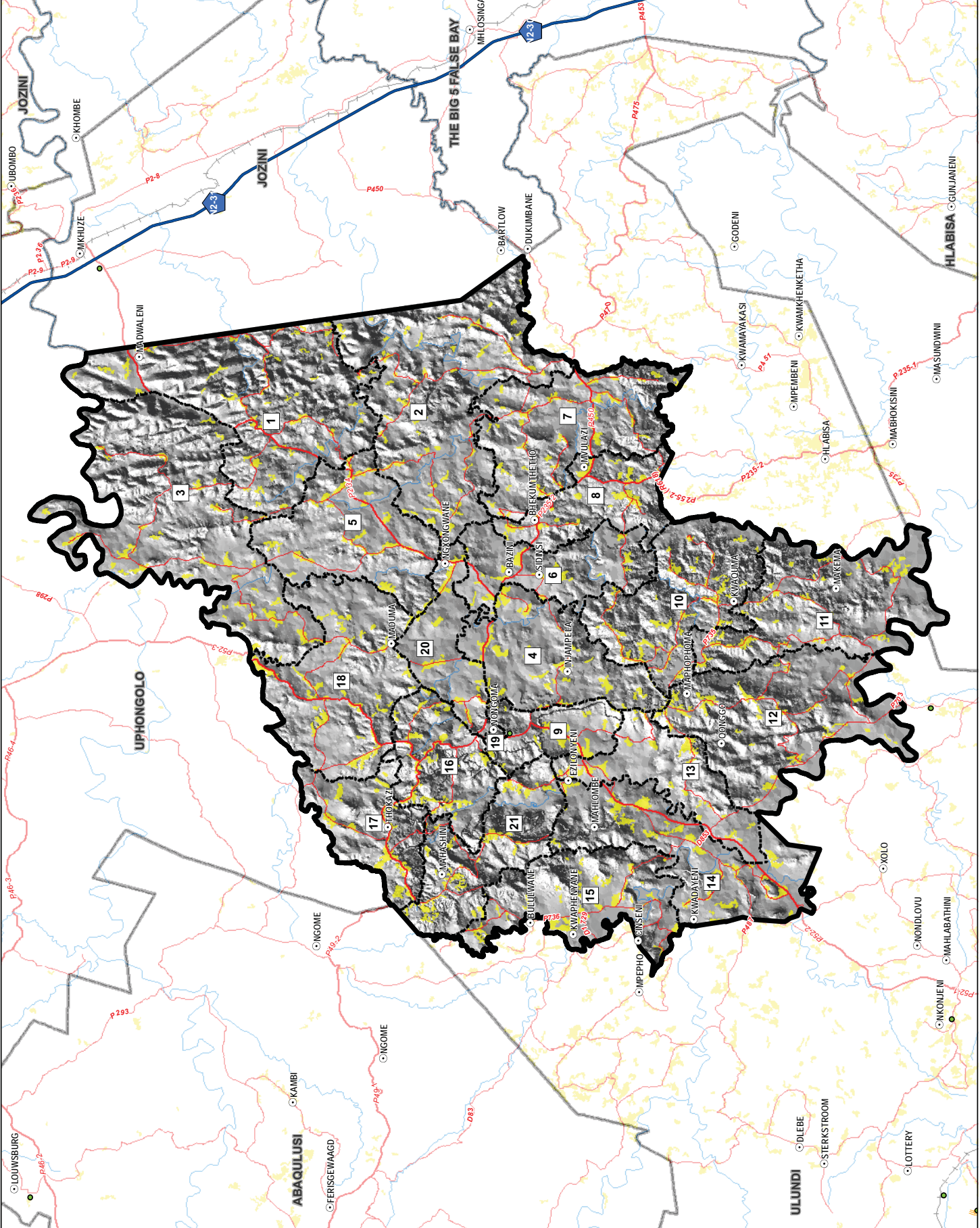
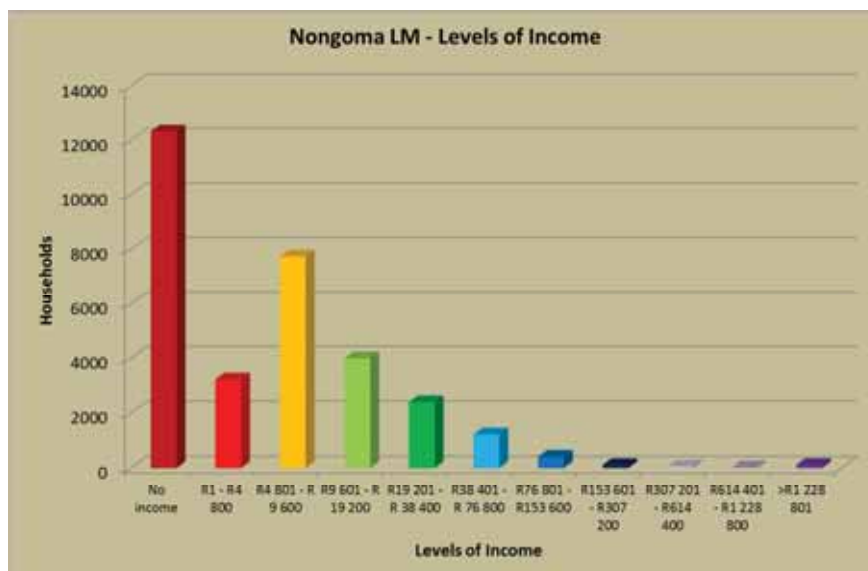


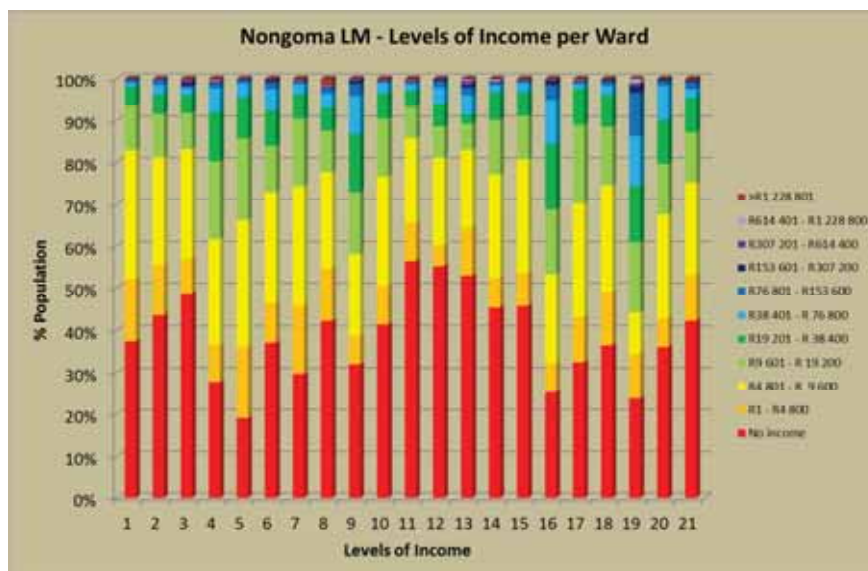


Figure 18: Graph depicting the Household Income Distribution of Nongoma Local Municipality



The graph below provides a comparison of the income levels between the various wards. The trend that is portrayed here, are similar to trends of level of services, levels of education etc. The wards situated the furthest away from the main urban areas, are the wards with the greatest need. This all points to a lack of quality services, and a lack of economic opportunities within these remote areas, which will have to be addresses. With the concepts of spatial cost and service differentiation in mind, the SDF will to a certain extent aim to direct focussed expenditure programmes to these areas of need.

Figure 19: Graph illustrating the income levels between the Wards of Nongoma Local Municipality

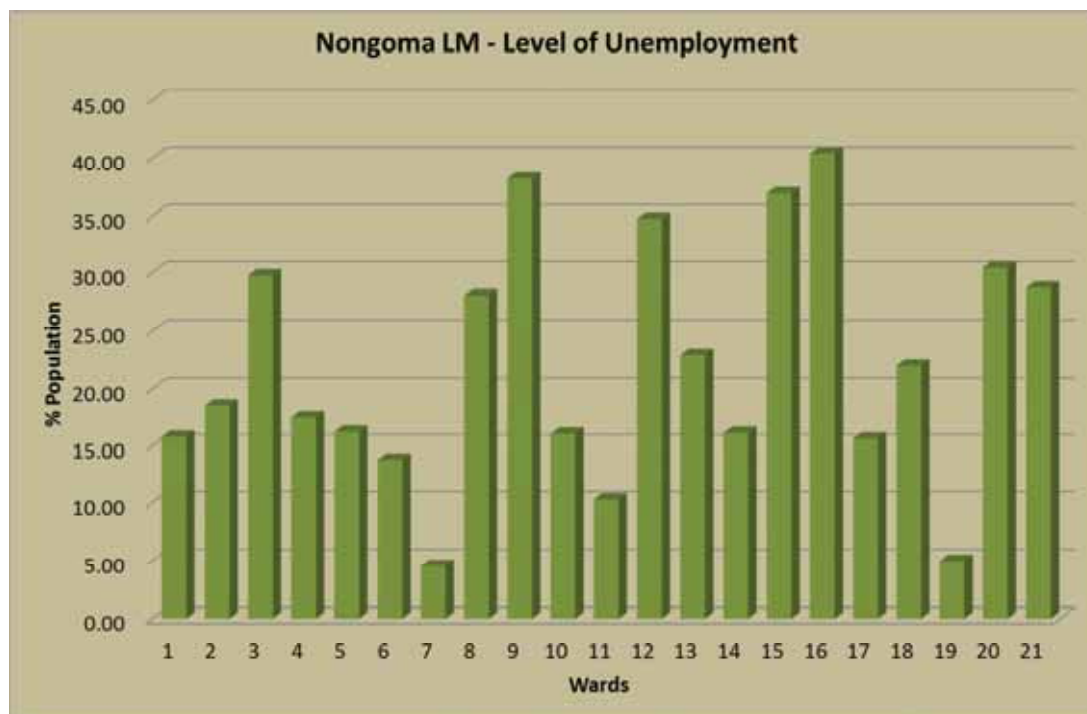


#### 4.6.2 Unemployment Distribution

**Plan 21: Unemployment Distribution** depicts the percentage of unemployment found in each ward. The highest levels of unemployment are found in the central core of the municipality. This might relate to higher densities within the more urbanised areas, and the lack of work opportunities within these areas.

The higher densities in these areas will make implementation of services cost-effective. This statement does not take unemployment into account, and most likely the municipality will still have to carry and maintain the system at their own cost.

**Figure 20: Graph illustrating the Percentage of Unemployment per Ward of Nongoma Local Municipality**



#### 4.6.3 Poverty Distribution

Poverty Distribution refers to the percentage of households within a ward that earn less than R1,200-00/month. Please refer to **Plan 22: Poverty Distribution** for a depiction of the poverty hotspots in Nongoma LM.

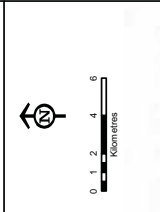
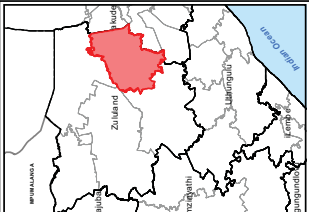
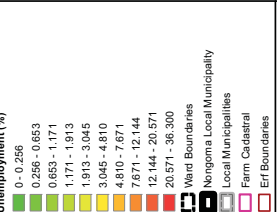
The only real poverty pocket identified is situated to the east of Mahashini, between Mahashini & Nongoma. At least 14% of the households in this area, situated in Ward 16 earn less than R1,200-00 per month. The poverty levels are further spread evenly across the municipality, and it seems from this map that the need for intervention is the same throughout the municipality. Since this area is in close proximity to Nongoma, and other activity areas, this poverty cluster can be ascribed to residents moving closer to activity area in search of a better life. When the needs and expectations of these opportunity seekers cannot be met these poverty clusters form.



**PLAN 23**  
**UNEMPLOYMENT DISTRIBUTION**

### LEGEND

some



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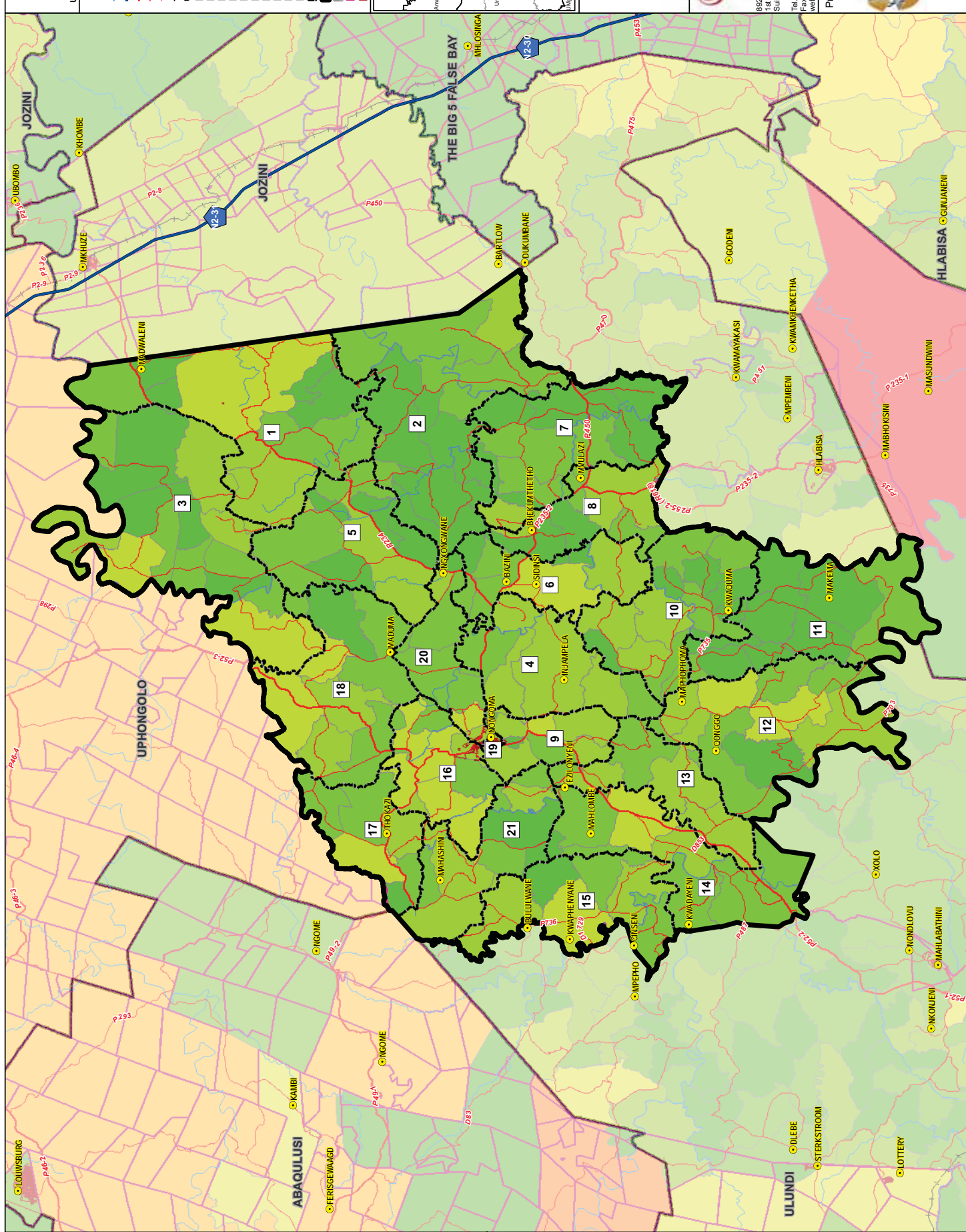
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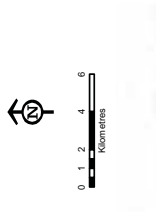
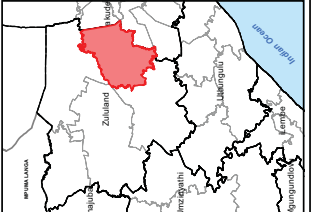


# NONGOMA

## SPATIAL DEVELOPMENT FRAMEWORK

### PLAN 24: POVERTY DISTRIBUTION

- LEGEND**
- Place Names
  - Rivers
  - Primary Distributor
  - Regional Distributor
  - District Distributor
  - District Collector
  - Railway Lines
  - Poverty Density
    - 0 - 2
    - 3 - 5
    - 6 - 8
    - 9 - 11
    - 12 - 14
    - 15 - 17
    - 18 - 22
    - 23 - 28
    - 29 - 44
    - 45 - 75
  - Ward Boundaries
  - Nongoma Local Municipality
  - Local Municipalities

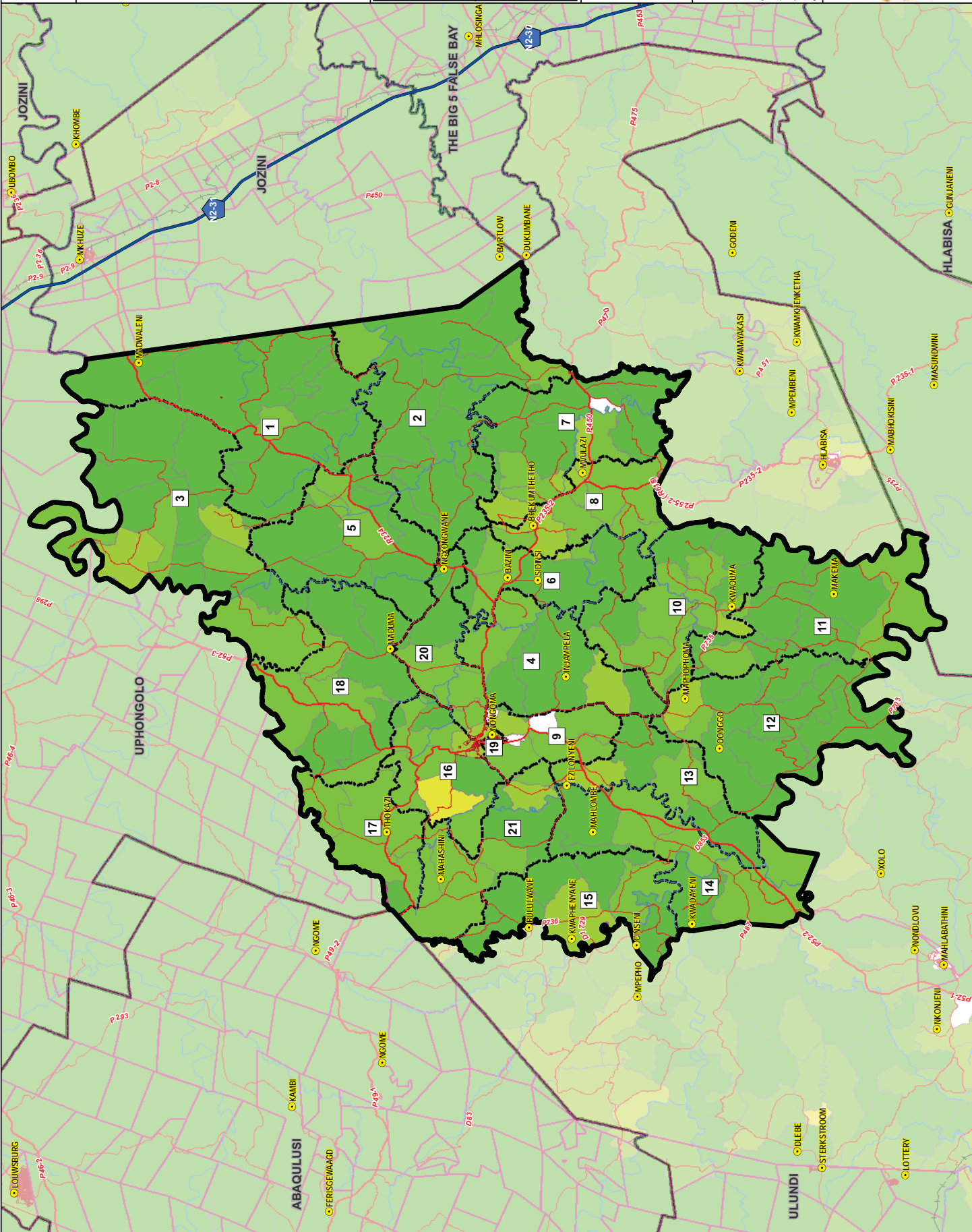


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#### 4.7 Agricultural Resources

The agricultural resource Plans, consist of two plans namely **Plan 23: Land Potential**, and **Plan 24: Agricultural Land Use**.

From the existing land use plan it is clear that cultivated land is scattered throughout the municipality, which corresponds to the scattered settlement pattern of the municipality.

The land with the highest agricultural potential is situated on the western boundary of the municipality between Thokazi and Mahashini. Please refer to **Plan 23: Land Potential**, for a depiction of the locality of this land. Another area between Maphophoma, Injampela, Kwaquma and Qongco contains high agricultural land. The current cultivation pattern does not correspond to the potential of the land. This might cause that some of the farms are not as productive as the areas in close proximity to the higher agricultural potential land. According to the land potential plan, the largest part of the Municipality is not suitable for agriculture, as the input costs will be very high, and might be more than the returns received from the land.







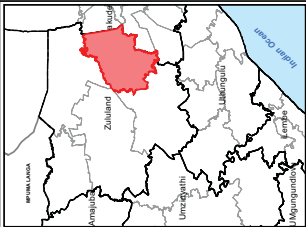


## SPATIAL DEVELOPMENT FRAMEWORK

## PLAN : AGRICULTURAL RESOURCES LAND USE

## James

- Land Use**
- Rivers
  - Primary Distributor
  - Regional Distributor
  - District Distributor
  - District Collector
  - Railway Lines
  - Cultivated Land
  - Commercial Agriculture
  - Subsistence Agriculture
  - Conservation
  - Forestry
  - Ward Boundaries
  - Nongame Local Municipality
  - Local Municipalities
  - Farm Cadastral
  - Erf Boundaries

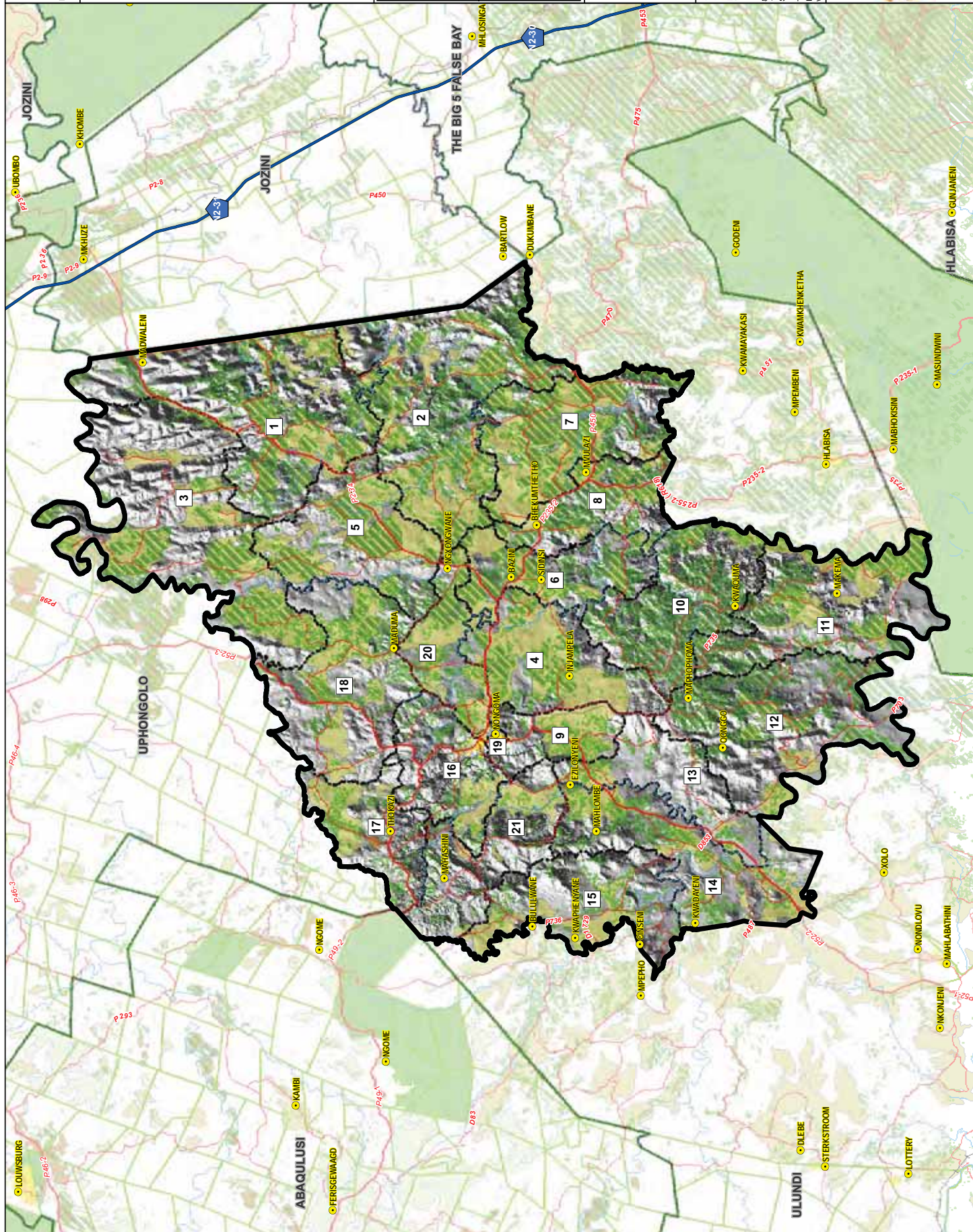


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The land use map depicts a much larger spread of subsistence farming than the land cover plan (**Plan 7**). It also depicts only a small portion of the high agricultural land being used for Commercial farming. This provides an opportunity for the expansion of commercial farming within the municipality.

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#### 4.8 Tourism Resources

The Tourism Resources Map attached as **Plan 25: Tourism Resources**, shows that there are no tourism hot spots, or tourism ventures within the municipality. There are numerous game farms and tourist attractions within the surrounding municipalities. The ownership of the land, and hence the management thereof, might be the reason for the lack of tourist attractions.

Nongoma, being the Royal City of Zululand, and the home of King Goodwill Zwelithini, has much potential through its Cultural history and landscape for Tourism Development.



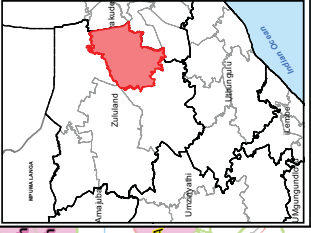


# NONGOMA

## SPATIAL DEVELOPMENT FRAMEWORK

### PLAN 27: TOURISM RESOURCES

- LEGEND**
- Place Names
  - Tourism Hot Spots
  - Rivers
  - Primary Distributor
  - Regional Distributor
  - District Distributor
  - District Collector
  - Railway Lines
  - Game Ranches
  - Ward Boundaries
  - Nongoma Local Municipality
  - Local Municipalities
  - Farm Cadastral
  - Erf Boundaries



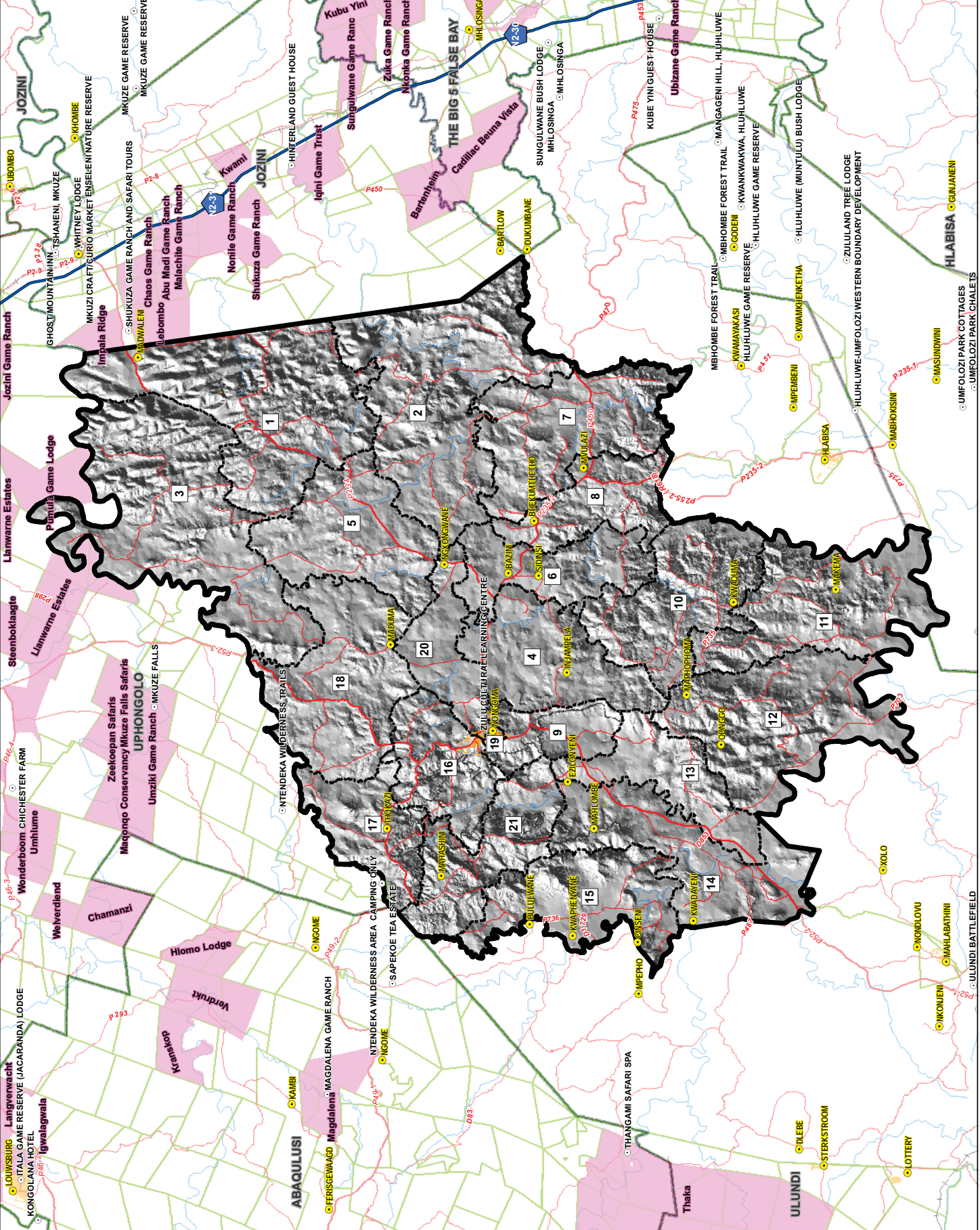
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Fax: (031) 303 3911  
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Fax: 031 266 9366  
Email: info@mhpsurvey.co.za





## 5 SPATIAL DEVELOPMENT OBJECTIVES AND STRATEGIES

### 5.1 Spatial Development Objectives

The municipal Development Objectives are mainly orientated and aligned to National Key performance areas (KPA's) which are the following:

- Institutional Development & Transformation
- Basic Service Delivery
- Good Governance & Public Participation
- Local Economic Development
- Financial Viability

The following table depicts the strategies set out by the municipalities that have aspects that can be spatially manifested. These strategies can be identified and categorised by four themes:

**Table 9: Spatial Strategies**

<b>Spatial Variety</b>	<ul style="list-style-type: none"> <li>• Promote Nongoma as rural Tourism Destination. Keep character of the contemporary rural as well as traditional aspects of a modern day Zulu Community. Transforming the municipality into a modern urban society will negate the attractiveness of the community to tourists. The comparative advantage will be lost.</li> </ul>
<b>Spatial Equity</b>	<ul style="list-style-type: none"> <li>• Equal provision of basic services to all residents of Nongoma, within the means of the Municipality.</li> <li>• Provision of services is a basic responsibility of the Municipality, but must still be done in a cost effective manner.</li> <li>• Security of Tenure</li> </ul>
<b>Spatial Efficiency</b>	<ul style="list-style-type: none"> <li>• Increase quality of services provided.</li> <li>• Upgrade current systems of provision in cost effective manner. Needs to be provided where the quality of lives for the highest number of residents can be positively influenced.</li> <li>• SDF must assist on high level to determine suitable localities of projects.</li> <li>• Must capitalise on opportunities such as access routes and access to markets external to the municipality.</li> <li>• Sectoral Integration in intervention areas – focused/centralised provision of amenities and services.</li> </ul>
<b>Spatial Sustainability</b>	<ul style="list-style-type: none"> <li>• Provision of cost-effective services which can be maintained.</li> <li>• Protection of Environment aspects during service delivery.</li> <li>• Settle LED initiatives where its sphere of influence will ensure its sustainability.</li> <li>• LED projects must target areas of comparative advantage.</li> </ul>

## 5.2 Current Spatial Issues And Key Strategies

As indicated before, the core spatial challenges of the Spatial Development Framework would be to ensure spatial variety, equity, efficiency and sustainability. However, current practices does not always promote these concepts and it is therefore vital to identify in which manner current trends does not impact on the achievement of these responsibilities and the eventual realization of the Vision. This analysis will assist in identifying key spatial issues to be addressed as well as identifying potential strategies in this regard.

**Table 10: Spatial Strategies - Analysis**

SPATIAL VARIETY		
SPATIAL ISSUES	EFFECTS	SPATIAL STRATEGIES
<ul style="list-style-type: none"> <li>▶ Nongoma Community aims to preserve the Zulu culture and rural nature of the municipality as key distinguishing factor.</li> <li>▶ The current predominant rural character often perpetuates a monogamous economic land scape.</li> </ul>	<ul style="list-style-type: none"> <li>▶ A dualistic and sometimes conflicting situation arise where the preservation of the rural nature could hamper economic development or vice versa.</li> <li>▶ The lack of spatial diversity negatively effects living quality, economic opportunity as well as a justification for public investment.</li> </ul>	<ol style="list-style-type: none"> <li>1. Enhance regional identity and unique character of place by the incorporation of rural standards in spatial planning.</li> <li>2. Encourage mixed land use in interaction with each other at a scale and intensity that will contribute to economic development.</li> </ol>
SPATIAL EQUITY		
SPATIAL ISSUES	EFFECTS	SPATIAL STRATEGIES
<ul style="list-style-type: none"> <li>▶ Many communities in especially Ward 1 and 15 do not have easy <b>access to service and economic opportunities</b> found in Nongoma and other nodes.</li> <li>▶ Clear and <b>uneven distribution of employment opportunities</b> exist especially between Nongoma Town and most of the rural areas.</li> <li>▶ Public <b>facilities and services are being scattered</b> across community areas rather that grouped together at access points, although this is emerging in some areas such as Maphophoma.</li> <li>▶ While economic integration occur to some</li> </ul>	<ul style="list-style-type: none"> <li>▶ It is expensive and time consuming for poor rural families to move to places of employment and social facilities.</li> <li>▶ Limited employment opportunities result in high levels of commuter traffic, experienced in especially the Nongoma Town Centre.</li> <li>▶ If community facilities are scattered in different locations then the thresholds (number of people needed) to promote local development activities and access to opportunities is decreased.</li> <li>▶ High degrees of segregation between places of work and home and uneven</li> </ul>	<ol style="list-style-type: none"> <li>1. Provision, upgrading and maintenance of <b>key distribution routes and link roads to corridors</b>.</li> <li>2. Promotion of economic activities in <b>closer proximity to the rural unemployed</b>.</li> <li>3. <b>Clustering of social and community facilities</b> at more accessible points within rural service nodes.</li> <li>4. Promotion of private sector <b>investment in rural areas within diverse economies</b>.</li> <li>5. <b>Spatial focus of resources</b> to areas of greatest need to redress inequalities in services standards and quality of life.</li> <li>6. Equitable <b>protection and support of rights</b> to and in land.</li> <li>7. Promote participatory and</li> </ol>



extent in the Nongoma Town Centre, for the most part economic barriers continue to prevail. (E.g. very limited economic investment in outer laying areas of Ward 1 and 15)	access to social and economic activities within the total Nongoma area.	<b>accountable spatial planning and land use management</b> within all areas of Nongoma Municipality.
<b>SPATIAL EFFECIENCY</b>		
<b>ISSUES</b>	<b>EFFECTS</b>	<b>STRATEGIES</b>
<ul style="list-style-type: none"> <li>▶ Historic and current rural land use patterns outside of Nongoma Town do not support principle of efficiency.</li> <li>▶ Economic investment mainly in western and south western segments of the municipality along the R66 route between Nongoma and Ulundi.</li> <li>▶ General lack of clear nodal clustering is contributing to inefficient spatial structure.</li> <li>▶ Lack of structured spatial economic strategy and/or co-ordination to guide private investment.</li> </ul>	<ul style="list-style-type: none"> <li>▶ The poor condition of certain vital distribution routes is costing the local rural communities in terms of time and money.</li> <li>▶ Effective transport service is hampered by road conditions which impacts on accessibility of opportunities for the rural poor.</li> <li>▶ The fluctuation subsistence agricultural production causes an increased pressure on urban economic opportunities within Nongoma and an evident poverty trap.</li> <li>▶ The location if housing options mainly in rural areas means long and expensive journeys to work and social facilities.</li> <li>▶ Economic investment occurs on an ad hoc basis and is scattered by sporadic opportunities.</li> </ul>	<ol style="list-style-type: none"> <li>1. Provision, upgrading and maintenance of <b>key distribution routes</b>.</li> <li>2. <b>Rural Infill planning and Settlement Restructuring</b> is required to make the delivery of services more cost effective.</li> <li>3. <b>Stimulation of Nongoma Town and Rural Service nodes</b> to promote sufficient market thresholds.</li> <li>4. <b>Phased Planning around bulk capacities</b> to ensure more cost effective developments.</li> <li>5. Promotion of <b>economic opportunities in close proximity to residential functions</b> (where sustainable).</li> <li>6. <b>Planning alignment</b> with surrounding municipalities and sector strategies.</li> </ol>
<b>SPATIAL SUSTAINABILITY</b>		
<b>SPATIAL ISSUES</b>	<b>EFFECTS</b>	<b>SPATIAL STRATEGIES</b>
<ul style="list-style-type: none"> <li>▶ Insufficient maintenance of existing physical infrastructure.</li> <li>▶ Conservation worthy and sensitive areas are being lost to other competing land uses in the majority of rural areas.</li> </ul>	<ul style="list-style-type: none"> <li>▶ The people in outlying rural areas have low per capita income, which often means that full services are unaffordable and this leads to non-payment which is financially unsustainable for the municipality and the rural poor.</li> </ul>	<ol style="list-style-type: none"> <li>1. Protection and use of natural hydrological systems.</li> <li>2. Plan service standards in line with <b>economic and environmental affordability</b>.</li> <li>3. <b>Conservation and maintenance</b> of infrastructure and resources are better than replacement.</li> <li>4. <b>Fragmented spatial structure</b></li> </ol>

<p>► Daily rural living activities are contributing to localised water pollution.</p> <p>► Current lack of land management in rural settlements, the clearing of natural vegetation, conversion of agricultural land and inadequate storm water provisions have high costs for remedial and mitigation actions, e.g. damage to roads and houses after heavy rains.</p>	<p>► Once disrepair reaches a critical point complete reconstruction is required at a greater cost.</p> <p>► Pollution impacts on human health and living conditions and limits future agricultural and tourism development potential, with implications for export competitiveness, and health costs.</p>	<p><b>causes rural sprawl</b> and should be countered within parameters of rural and Zulu culture.</p> <ol style="list-style-type: none"> <li>Improved <b>land management measures</b> to control potential conflicts are required.</li> <li>Protect productive land for agricultural purposes.</li> <li>Identify and promote alternative infrastructure solutions within landscape of municipality.</li> </ol>
--	--	---

These challenges are crosscutting in nature and needs to be addressed within all the development sectors identified, within all of the development priorities as well as within all geographical areas of the municipality; urban as well as rural settings. Thus these three spatial challenges will form the basis of the entire Spatial Development Framework in order to achieve the municipal development vision.

## 6 SPATIAL DEVELOPMENT CONCEPT

### 6.1 Intended Future Land Uses

#### 6.1.1 Conservation Areas

It is critical for the development of a sustainable Spatial Development Framework to identify environmentally sensitive areas in order to direct and manage intensive development away from such areas. The Nongoma Spatial Development Framework considers both formally registered conservation areas as well as additional potential/future conservation worthy areas. No formal conservation areas are demarcated in Nongoma but MINSET data depicts an area, classified as Mandatory Reserve that has been marked.

In general the following areas were identified as future conservation areas.









- All formally **registered Nature Reserves** (None Identified in Nongoma)
- MinSet Data as Overlain on **Plan 26: Conservation Analysis**, Depicting **Mandatory Reserve** Areas.
- All **river and stream areas, Wetlands & Dams** in excess of **1 Ha** with a 30m buffer around the boundary.
- **Riverine buffer areas**. A conceptual buffer of 30m from centreline was utilised.
- Selected slope areas that is intersected by rivers.
- Indigenous forests.

The resulting analysis identifies various riverine areas distributed throughout the municipality, and the Nongoma Forest. The MINSET Data depicts mandatory reserve areas on the northern boundary of Nongoma near Madwaleni, as well as on the eastern side of the Municipality near Dukumbane.

Noteworthy is the seemingly high occurrences of wetlands in the same areas identified as good agricultural land within ward 9. This could be indicative of potential for intensive crop farming projects within this area.

The Nongoma Strategic Environmental Assessment identifies the following conservation worthy sites to be protected and marketed as tourism destinations.

**Table 11: Nongoma SEA Sector Plan**

NONGOMA SEA SECTOR PLAN		
Needs	Strategies	Interventions
Ensure protection of the environment and bio-diversity. Protection of aspects with environmental and cultural significance.	The formal protection of aspects of cultural and natural significance, which could contribute to the tourism sector in the Municipality	<b>Protecting, Managing, Marketing &amp; maintaining of the following areas</b> <ul style="list-style-type: none"> <li>  <b>KwaNdunu</b>  Historical and heritage site (Battlefield) </li> <li>  <b>Mbili Dam</b>  Chalets, lodge and camping </li> <li>  <b>Sinkorkork</b>  Rare rock formations </li> <li>  <b>Wela</b>  Nature tourism, indigenous forests and adventure tourism </li> <li>  <b>Msebe</b>  Historical and heritage site (Battlefield) </li> <li>  <b>Dlabe</b>  Historical and heritage site </li> <li>  <b>Vungama</b>  Eco-tourism, nature and game reserve </li> <li>  <b>Bhanganoma</b>  Historical and heritage site </li> </ul>

The Zululand District Municipality also raises important issues which has an impact on environmental management, although no specific project areas has been identified.



Table 12: Zululand District Municipality Environmental Management Plan

ZDM ENVIRONMENTAL MANAGEMENT PLAN		
Needs	Strategies	Interventions
Waste Management: Land fill site not accessible in wet wheather.	Provide new site.	None
Cemetery	Original cemetery has space available and a life expectancy of approximately 10 years.  A further 7ha of land is required for future expansion of the cemetery to provide in the need for 2020	None

**PLAN 28:  
CONSERVATION ANALYSIS**

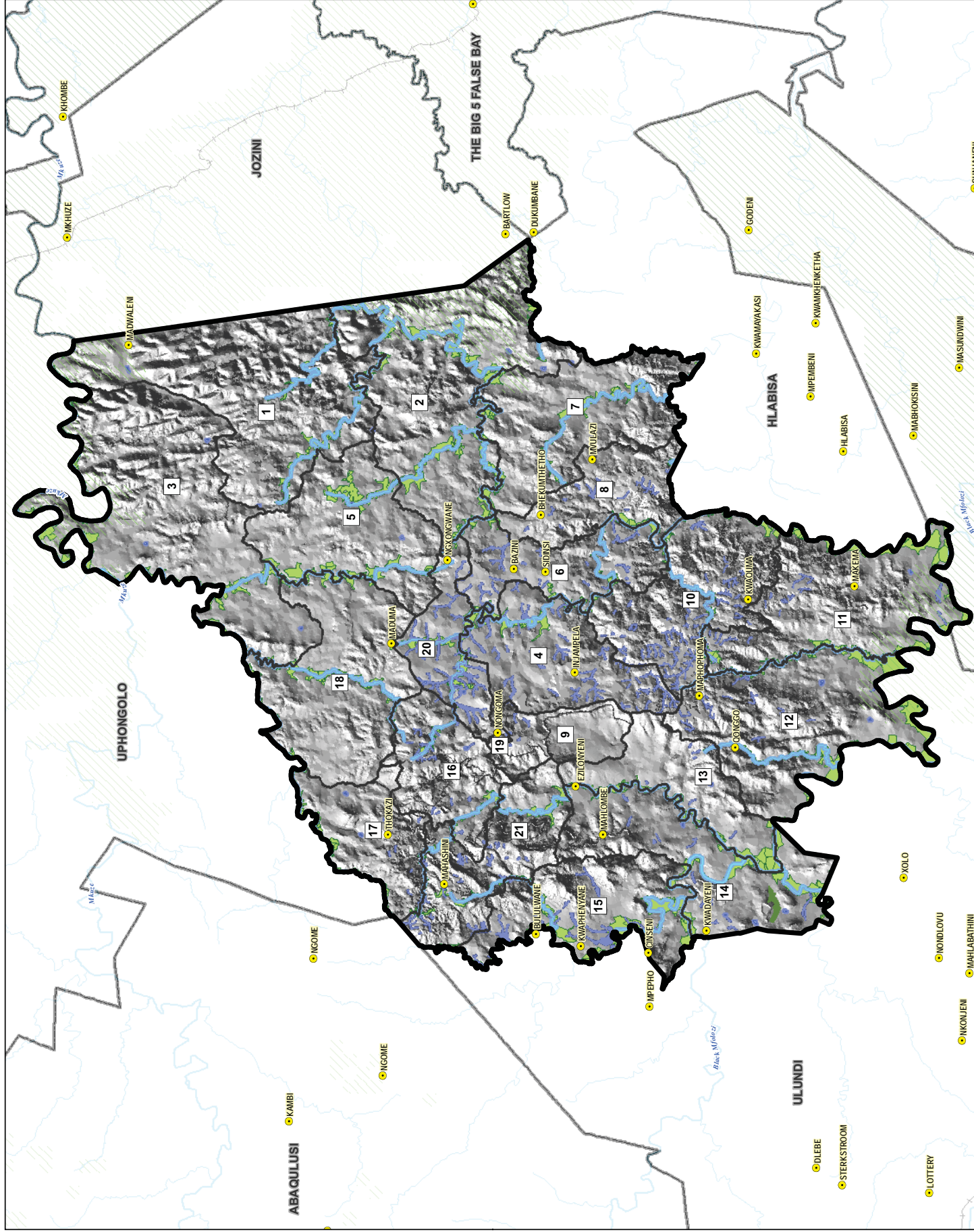
- Place Names

- 



**Tel: 031 266 9316**  
**Fax: 031 266 9366**

Email: [info@mhpgeospace.co.za](mailto:info@mhpgeospace.co.za)





### 6.1.2 Agricultural Areas

The intension is to identify and to distinguish between cultivated land (commercial and subsistence) as well as high Potential Agricultural Land, which gives input into the identification of future expansion of agricultural activities.

Nongoma has a highly scattered agricultural pattern which is associated with a mainly subsistence farming community. There is a concentration of agricultural activities towards the eastern side of the municipality, which was anticipated due to the more rural nature of this part of the municipality. A higher concentration of towns exists to the west of the municipality. The western part also has a high presence of steep contours, which prohibits occupation of these areas.

The scattered nature is also ascribed to the mountainous terrain which makes it difficult to cultivate large continuous portions of land.

Potential future agriculture areas is situated on the uncultivated, but high & good agricultural land especially in Ward 9 between Maphophoma and Injampela as well as in the higher lying areas of Ward 17 between Thokazi & Mahashini. These areas are both situated on evenly sloped high lying areas.

The agricultural potential areas were identified through a combination of the following criteria:

- High Potential Agricultural Land of areas larger than 20 Ha,
- Good Potential Agricultural Land of areas larger than 20 Ha,
- Intensive and Extensive Agricultural Activities larger than 20 Ha,
- Cultivated land larger than 20 Ha,

The criteria of 20Ha were used, as the Department of Agriculture does not consider anything less than 20 ha as a viable unit. Subdivisions less than 20ha will therefore not be allowed. Please refer to **Plan 27: Agricultural Analysis** for a depiction of the locality of the agricultural land.

The NSDP depicts Nongoma as a resource that can contribute significantly to the agricultural sector on a provincial scale. The tables below depict the inputs from 3 different sector reports concerning agricultural inputs. These sector reports are the Agricultural Sector Strategy, the LED Strategy, and the Nongoma Investment Strategy. Their proposed strategies are the following.

**Table 13: Nongoma Agricultural Sector Strategy**

NONGOMA AGRICULTURAL SECTOR STRATEGY		
Needs	Strategies	Interventions
Improved Access to Agricultural Markets  Increased agricultural activity & productivity	<ul style="list-style-type: none"> <li>• Out grower Programs &amp; Contract Farming.</li> <li>• Small Scale Timber Project</li> </ul>	<b>Existing Projects:</b> <ul style="list-style-type: none"> <li>• Bulelwane Irrigation Scheme</li> </ul>
		<b>Proposed Projects</b> <ul style="list-style-type: none"> <li>• Emaphophoma, Emahashini</li> <li>• Maphophoma Irrigation Scheme</li> </ul>

	Proposed Projects to be investigated – No Localities or specific status provided	<ul style="list-style-type: none"> <li>• Broiler Abatoir</li> <li>• Use unplanted land on forestry estates</li> <li>• Fruit Production in Swart Mfolozi Area</li> <li>• Barley Production</li> <li>• Dairy Project at Bullulwane</li> <li>• Irrigation farms at Babanango</li> <li>• Chick Hatchery</li> <li>• Livestock Improvement</li> <li>• Dam at Nyokeni – Irrigation opportunities.</li> <li>• Addressing shortage of tractors &amp; Agricultural Projects</li> <li>• Identification &amp; Testing of new Agricultural Product</li> <li>• Aquaculture in Nyathi</li> <li>• Cut Flower Project in Ulundi</li> <li>• Mkhuze small Scale sugar project</li> <li>• Land Reform – Farmer Support &amp; Mentorship</li> <li>• Small Charcoal Production Plants</li> </ul>
	<p>Intervention 1:</p> <p>Intervention 2:</p> <p>Intervention 3:</p> <p>Intervention 4:</p>	<ul style="list-style-type: none"> <li>• Institutional Structuring for agriculture</li> <li>• Sustainable Land Reform</li> <li>• Improve Market Access for Agricultural Production</li> <li>• Visible Delivery in the Agricultural Sector</li> </ul>

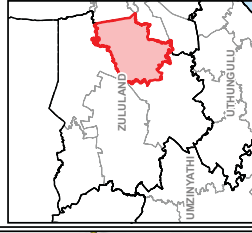


# NONGOMA

## SPATIAL DEVELOPMENT FRAMEWORK

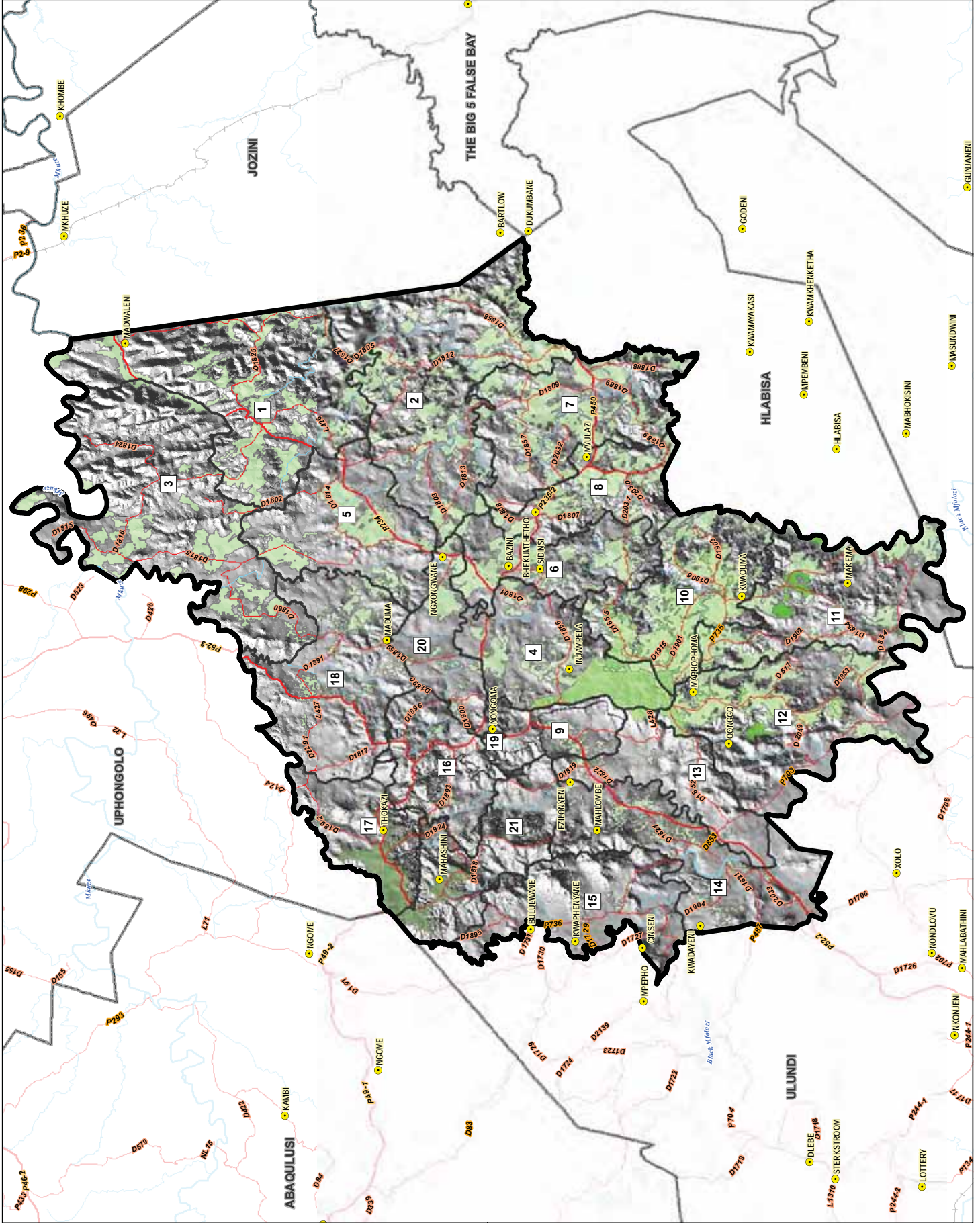
PLAN 29:  
AGRICULTURAL ANALYSIS

- LEGEND**
- Place Names
  - Railway Lines
  - Regional Distributor
  - District Distributor
  - District Collector
  - Major Rivers
  - Minor Rivers
  - Cultivated Land
- CODE**
- Prime-Agricultural Land
  - Agricultural Land
  - Agricultural Land Potential
  - High Potential/Intensive Agriculture
  - Good Potential/Semi Intensive Agriculture
  - Nongoma Local Municipality
  - Local Municipalities



892 Ungweni Road  
1st Floor Stadium Building  
Suite 2, Durban 4001  
Tel: (031) 303 3900  
Fax: (031) 303 3911  
website: www.vukaplans.co.za

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The Nongoma Local Economic Development Strategy also addresses a number of agricultural orientated projects.

**Table 14: Nongoma LED Strategy**

NONGOMA LED STRATEGY		
Needs	Strategies	Interventions
Facilitate Economic Growth	<b>Sectors With Comparative Advantages</b>	<ul style="list-style-type: none"> <li>• Agriculture</li> <li>• Construction</li> <li>• Trade</li> <li>• Community Services</li> </ul>
1. Development of agricultural sector	1.1 Diversification	1.1.1 Fresh produce market
		1.1.2 Agricultural projects monitoring programme
	1.2 Form partnerships and linkages	1.2.1 Small farmer assistance programme
	1.3 Beneficiation	1.3.1 Timber beneficiation
		1.3.2 Soya bean processing plant
	<b>Investigate implementation of projects identified as opportunities:</b> <ul style="list-style-type: none"> <li>• Vegetable canning/drying</li> <li>• Aquaculture</li> <li>• Organic Farming</li> <li>• Cut Flowers</li> <li>• Dairy farming</li> <li>• Honey Production</li> <li>• Soya Production</li> <li>• Leather supply</li> <li>• Organic meat production</li> <li>• Game farming</li> <li>• Wool/Cashmere production</li> <li>• Forestry grower schemes</li> <li>• Traditional Medicine</li> </ul>	<b>The following Projects are proposed, but no locality or definite status of projects is provided.</b> <ul style="list-style-type: none"> <li>• Establishing Farmers Association</li> <li>• Establish Farming Cooperatives</li> <li>• Green Vegetables Processing</li> <li>• Goat Farming Project</li> <li>• Awareness Campaign on Agricultural Agri Opportunities</li> <li>• Skills Development Programme</li> <li>• Timber beneficiation</li> <li>• Small farmer assistance programme</li> <li>• Agricultural projects monitoring programme</li> </ul>



The Nongoma Investment Strategy addresses the following inputs and stimulus to the agricultural sector.

**Table 15: Nongoma Local Municipality Investment Strategy**

NONGOMA LM INVESTMENT STRATEGY		
Needs	Strategies	Interventions
Need to expand & Develop Agricultural sector	<ul style="list-style-type: none"> <li>• Diversification</li> <li>• Form partnerships and linkages</li> <li>• Beneficiation</li> <li>• Agricultural projects monitoring programme</li> <li>• Small farmer assistance programme</li> <li>• Small holder production;</li> <li>• Beef market access programme</li> <li>• Commercialisation of nguni goats</li> <li>• Fruit and nut tree planting programme</li> <li>• Timber beneficiation</li> </ul>	<ul style="list-style-type: none"> <li>• Fresh produce market</li> <li>• The Bulelwane Irrigation Project (Ward 15);</li> <li>• The Ngome tea estate (redevelopment);</li> <li>• Other smaller irrigation schemes;</li> <li>• Livestock related opportunities.</li> <li>• Dlakuhlwe cotton plantation (Ward 3)</li> <li>• Amaphophoma Farmers Co-op (Ward 10 and 12)</li> <li>• Vegetable project supplying supermarkets in Nongoma Town (ward 8)</li> <li>• Establishment of the Maphophoma irrigation scheme</li> <li>• Soya bean processing plant</li> </ul>

### 6.1.3 Infill Areas

Nongoma as the only urban node within the municipality serves a vital function to communities within the entire municipal area and the structured planning and compaction of the town on already limited land resources is important for its continued growth and functioning.

An urban Regeneration process is currently underway to ensure the effective infill planning and proper structuring of the Nongoma Town. The identified urban development framework is illustrated below:

Figure 21: Urban Development Framework



Figure 22: Urban Development Framework - Key

MIXED COMMERCIAL	PRIMARY USE COMMERCIAL, OTHER USES BUSINESS, OFFICE
MIXED AMENITY	PRIMARY USE FACILITY, ADMINISTRATION, CIVIC, OTHER USES OFFICE, BUSINESS
RESIDENTIAL ESTATE	CLUSTER HOUSING SEMI-DETACHED OR ATTACHED, SINGLE TO DOUBLE STOREY
MEDIUM DENSITY RESIDENTIAL	SEMI-DETACHED OR ATTACHED SINGLE STOREY DEVELOPMENT
HIGH DENSITY RESIDENTIAL	MULTI-STOREY FLATS DEVELOPMENT
MIXED RESIDENT. ACTIVITY	MULTI-STOREY FLATS DEVELOPMENT WITH SMALL SCALE AMENITIES AND ACTIVITIES
ACTIVE RECREATION	SPORTS FACILITIES INCL. STADIUM, INDOOR AND OUTDOOR AMENITIES
PASSIVE RECREATION	PARK, DAM, OPEN SPACE
ENVIRONMENTAL PROTECTION	VALLEYS WITHIN 100YEAR FLOODLINE AND SPECIFIC AREAS IDENTIFIED

#### 6.1.4 Residential Areas

Various areas have been earmarked for Urban Infill through the identification of developable land with the following characteristics. The identified areas are indicated on the final Spatial Development Framework attached at the back of the Document. Existing Human Settlements, which have been used as a base from which rural expansion is determined, is indicated on **Plan 28: Human Settlements**. The criteria for identifying future residential areas are:

- Land that is **Unoccupied**;
- Land that is **not cultivated** or used for any agricultural purposes;
- Land that is classified as **undisturbed** by the “2005 land cover data from Ezemvelo Wildlife”, and therefore should enjoy a certain protection status;
- Land **larger than 25ha** (accommodate 100 families)
- Situated **adjacent to existing residential** areas.
- Land with slopes of **less than 1:3**.

The most significant areas for infill are situated in Ward 6 just North of Bazini, between Bazinina and Ngxongwane. The western portion of the municipality, being characterised as more “Urban”, also provides a

number of infill opportunities around Ezilonyeni, Mahlobe, as well as infill opportunities between the existing residential areas close to KwaPhenyane and Cinseni in Ward 15.

The goals of compact residential areas and urban infill developments are to promote sustainable functional and integrated settlement patterns in order to:

- Discourage low density urban sprawl;
- Generate social and economic opportunities for people; and
- Promote easy accessibility to opportunities.

In turn it also has an effect on maximizing resources efficiency through:

- Ensuring the protection of the available environmental resources within a municipality;
- Protection of productive land for agricultural purposes;

As discussed in the previous section, only land in excess of 25ha is identified for residential infill. The department of housing will seldom, if ever, fund projects less than 100 units. Traditional standards for erf sizes are 2,500m<sup>2</sup> which is large enough to accommodate the traditional extended families. These portions of land also need to be situated in close proximity to current settlements with existing infrastructure, or in an area where the new development will create densities in the existing settlement which will justify the provision of services.

The 2007 housing strategy provides input into the strategies as well as projects that was intended to be implemented during the period 2007 to 2010. The 2010 review provides a more complete list of current housing needs, as well as a number of projects earmarked to address the backlog. No confirmation was received on the completion of the projects contained in the 2007 report, and to ensure a comprehensive lookout on the needs both the 2007 and 2010 were summarised in the below tables:

**Table 16: Nongoma Housing Strategy - 2007**

NONGOMA HOUSING STRATEGY - 2007		
Needs	Strategies	Interventions
Funding and inputs from external departments	<p>Liaise with external departments to ensure integrated approach to housing delivery.</p> <p><b>DWAF:</b></p> <p><b>DoT</b></p> <p><b>DTLGA:</b></p> <p><b>DED</b></p> <p><b>Department of Social Welfare</b></p>	<ul style="list-style-type: none"> <li>• Delene Water Project 07/08.</li> <li>• Sanitation Projects in 8 Communities 07/08</li> <li>• Graveling of various D-Roads 05 to 07)</li> <li>• Usuthu Tribal Authority LUMS Project 06/08.</li> <li>• New Hope Land Use Project 07/08.</li> <li>• Several DED Projects 07/09</li> <li>• Several Sustainable</li> </ul>

	<b>DoE</b>	Development Projects <ul style="list-style-type: none"> <li>Renovation of 761 Schools.</li> </ul>
Finalization of Existing Projects	Provide houses to residents within Nongoma Municipality	Completion of Baxedene, Holinyoka, Mayel Dabase and Siazama
Removal of Slums in Informal Settlements	Clear Slums within Nongoma CBD	Prioritise slums clearance projects in White City and Ophiyaneni
Extension of Rural Housing Development	To provide decent houses to 24359 rural residents within Nongoma Municipality	Phasing of the Projects over a period of 5 years
Upgrading of Hostels		Location unknown
Provision of Rental Housing	To promote the municipality to be self-sustaining	Construction of at least 150 units to be used as rental stock (Location unknown)
Development of new Urban Housing	Rezoning of Nongoma Town into Residential and Industrial or Light & CBD	Implementation of Town Planning Layout already developed (Location unknown)
Special Projects	To implement poverty and Aids related Projects, improving life style of the community	Construction of Aids Village Having Community Gardens To consider the disabled in the Provision of Houses
Savings - Linked Subsidies	Promote individual contribution to own housing	Formation of Cooperatives

HOUSING STRATEGY – 2010/11 Review		
Needs	Strategies	Interventions
Estimated 2012 housing Backlog per ward: Ward 1 - 1073 Ward 2 - 287 Ward 3 - 1109 Ward 4 - 855 Ward 5 - 1058 Ward 6 - 54 Ward 7 - 1605 Ward 8 - 615 Ward 9 - 1712 Ward 10 - 1,946 Ward 11 - 1,108 Ward 12 - 1,298 Ward 13 - 1,558 Ward 14 - 1,758 Ward 15 - 1,583 Ward 16 - 1,215 Ward 17 - 477	Implementation of Phased Housing Projects  <b>Current Projects– Status Unknown:</b>   <b>Planned Housing Projects:</b>	<ul style="list-style-type: none"> <li>Ward 9 - Holinyoka (1,100 Subsidies)</li> <li>Ward 6 - Baxedene (1,400 Subsidies)</li> <li>Ward 12 - Maye Dabhasi</li> <li>Ward 15 – Siyazama</li> <li>Ward 8 – 1,100 (10/14)</li> <li>Ward 10 – 1,400 (10/14)</li> <li>Ward 12 – 1,100 (10/14)</li> <li>Ward 14 - 1,400 (10/14)</li> <li>Ward 1 – 1,000 (10/14)</li> </ul>

Ward 18 - 1047		
Ward 19 - 34		

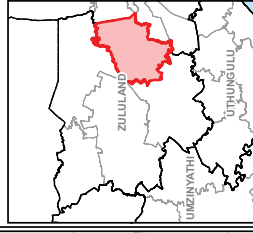


# NONGOMA SPATIAL DEVELOPMENT FRAMEWORK

## PLAN 35: HUMAN SETTLEMENT

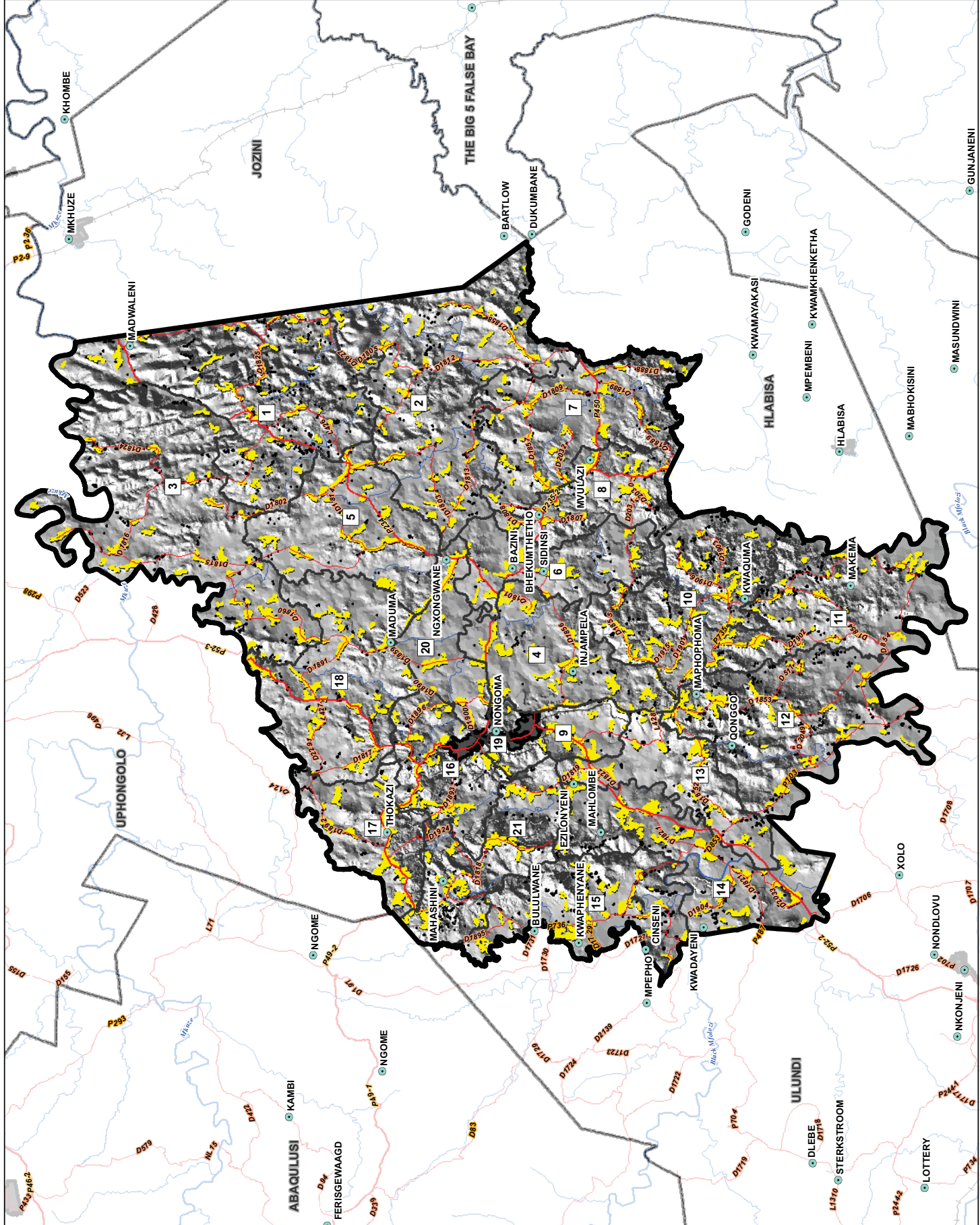
### LEGEND

- Place Names
- Households
- Railway Lines
- Regional Distributor
- District Distributor
- District Collector
- Major Rivers
- Minor Rivers
- Urban Edges (2008)
- Settlement Boundaries (2009)
- Ward Boundaries
- Nongoma Local Municipality
- Local Municipalities



892 Umleni Road  
1st Floor Stadium Building  
Suite 2, Durban 4001  
Tel: (031) 303 3900  
Fax: (031) 303 3911  
website: www.vuka.co.za

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## 6.2 Development Corridors

The major structuring element for determining the existing and future concentration of development, activity and investment in the Nongoma Municipality consists of an access and movement hierarchy that has been established through the major internal and external national and provincial linkages, including the R66 route.

### 6.2.1 Regional Development Corridor

The primary transport corridor for Nongoma Municipality, as Identified by the Zululand District Municipality, is the R66 which stretches through Nongoma and links Ulundi to Pongola. This primary corridor has a very high economic growth potential within all three sectors, and serves areas of high poverty. This road is only partly surfaced, which has to effect that most travellers choose not to use this route.

Public interventions envisaged in this area relate to:

- a) Constant Inter Governmental communication and co-ordination relating to the development of the district primary corridor and its impacts on the Nongoma Area.
- b) Developing a localised Corridor Development Strategy which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.
- c) Tarring of the road between Nongoma and Pongola (R66). According to Zululand District IDP this will open up the district to tourism sector. Tour buses enter the district at Golela on a daily basis but do not spend time and money in the district. The tarring of this road will strengthen the status of Ulundi and Nongoma as the main service centres in the Southern part of the Zululand District Municipality.

### 6.2.2 Secondary Corridor

The secondary Corridors identified serves areas of high poverty levels with good economic development potential within one or two sectors. The following Secondary Transport corridors in the area are:

- R618 linking Nongoma to Vryheid (West)
- R618 linking Nongoma to Hlabisa and the N2 (South East)
- Nongoma - Mkhuze and N2 (North East)

Public interventions envisaged in this area relate to:

- a) Tarring of roads which will provide transport services access to the remote regions, and open up additional economic opportunity in opening the areas. Accessibility is of key importance.
- b) Developing a localised Corridor Development Strategies which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.
- c) Ensure multimodal transport integration occur along these roads at key points.

### 6.2.3 Link Roads

The following routes have been identified as important link roads to ensure secondary access to the Regional Development Corridor:



- **Nongoma - uPhongolo link road:** A section of this road between Nongoma and uPhongolo (about 35km) need to be upgraded to blacktop.
- **Nongoma Vryheid link road:** There is a portion of road between Nongoma and Vryheid, from Nongoma to Vryheid that need to be upgraded to blacktop standard.
- **Ceza R66 road:** A section of the road needs to be upgraded to blacktop.
- **Nongoma/Mkuze road:** A section of the road needs to be upgraded to blacktop standard.
- **Nongoma Ulundi Road:** The portion of road between the two towns is tarred, but certain sections of the road need to be upgraded and refurbished

Public interventions envisaged in this area relate to the upgrading to black top surfaces of all the link roads to perform the distribution function intended. As these roads are provincial roads, this will imply that the municipality engage with the Department of Transport in order to co-ordinate the upgrading of these routes.

### 6.3 Standards For Provision Of Facilities

The table below depicts a combined list of all desirable facilities to be present within urban and rural settlements. The table relates to the proposed nodal areas as discussed in the following sections, as well as the briefly discussed Provision of Standards in previous sections.

The table aims to provide insight into facilities needed within the Municipality, but more specifically to the proposed services to be provided within the identified nodal areas. The provision of facilities are done according to a standard as researched by the KZN Provincial Government and Published in “Guidelines for Planning of Facilities in KwaZulu-Natal”.

Should more than 1 facility be prescribed, the first facility should always be developed within the nodal areas, where after placement of facilities can be done within other densely populated areas.

It should be noted that not all existing facilities are depicted in the table below. The concept of a nodal development is that all facilities should be clustered together and therefore the facilities mentioned as existing, indicates facilities within direct vicinity of the nodal area as depicted in the concept boundaries of the nodes. Please refer to previous maps depicting the various localities of service and facilities within the municipality.

The table depicts the following information:

- Facility Types.
- Number of Facilities required (as per standard e.g. 1 facility per 5,000 population).
- Existing Facilities.
- Shortfall of facilities (additionally required).

Table 17: Proposed Additional Facilities

NONGOMA MUNICIPALITY SPATIAL DEVELOPMENT FRAMEWORK													
Proposed Facility Provision Standards													
		Population: 198 443											
		Households: 32 473											
Facility	Thresholds Standard (1 Facility / X People)	Access Standard	Total Facilities Required	Facilities Provided	Additional Facilities Proposed	1st Order Node	2nd Order Node	3rd Order Node	Nongoma	Kwaphenyane	Maphophoma	Mahashini	Ngwangwane
Education													
Pre-school (Incl Creche & Day Care)	5 000	Walking Distance	40	0	40	1	2	3	10	7	10	8	5
Multi skilling / Training Centre / ABET	Need	Combined with other Community Facilities	1	0	1	1	2		1				
Primary School	3 000	1.5km / 20min travel	66	126	-60	1	2	3			(1)		
Secondary School	6 000	5km Walking Distance	33	57	-24	1	2	3		(1)	(1)		
Tertiary Training (Ecl. University)	100 000		2	0	2	1			1				
Library	5 000	Accessible Via Public Transport	40	1	39	1	2	3	7(1)	7	9	9	7
Health													
Clinic	5 000	Within Nodal Area. Accessible via Public Transport	40	13	27	1	2	3	5(2)	5	6(1)	6(1)	5
Hospital	50 000	Within Nodal Area close to Major Public Transport Route	4	1	3	1			(1)	1	1	1	
Safety & Security Facilities													
Magistrates Court	1 / Town	Within Primary Nodes	1	0	1	1			1				
Fire Station	60 000	High Access Routes	3	0	3	1			1	1	1		
Emergency Services Facility	25 000	High Access Routes	8	0	8	1	2		2	2	2	2	
Community Safety Centre	200 000	Nodal Area	1	0	1		2		1				
Police Station	50 000	Within Accessible nodal Areas	4	1	3	1	2	3	(1)		1	1	
Police Station Mobile	25 000		8	0	8		2		2	2	2	2	
Social													
Cemetery	Need	Need	Need	0	Need	1			1				
Orphanage	200 000	Within Accessible nodal Areas	1	0	1	1			1				
Church	2 500	Near (Not on) Transport Routes	79	0	79	1	2	3	17	15	16	16	15
Civic Centre	1		1	1	0	1			(1)				
Multi Purposed Community Centre / Tsusong Centre	1	Within Accessible nodal Areas	1	0	1	1	2		1				
Community Hall	20 000	Within Accessible nodal Areas	10	0	10		2	3	2	2	3	2	1
Old Age Home and Service Centre	1 / Town		1	0	1	1			1				
Pension Pay Point	Need - Min of 1 / Node	30 Min Travel	5	0	5	1	2	3	1	1	1	1	1
Post Office	11 000	1km/20min Walking	18	0	18	1			4	3	4	4	3
Post Boxes	16 500	500m/10min Walking distance	12	0	12		2	3	2(1)	2	4	2	2
Traditional Admin Centre	1/ Traditional Authority		5	0	5		2		1	1	1	1	1
Sport & Recreation													
Sport Complex (Incl Swimming Pool)	50 000	Within Primary Nodes	4	0	4	1			1	1	1	1	
Sports Field	12 000	Clustered with schools	17	0	17		2	3	4	4	4	3	2
Transport													
Bus Service on Regular Basis	1/Node	Clustered within Nodal Areas	5	0	5	1	2	3	1	1	1	1	1
Taxi Rank and/or Bus Depot	1/Node	Clustered within Nodal Areas	5	0	5	1	2		1	1	1	1	

## 6.4 Service Centres And Activity Points

### 6.4.1 Primary Node

The Nongoma Business District has been identified as the primary service centre within previous IDPs of the municipality as well as the Zululand Spatial Development Framework. Due to the fact that Nongoma Municipality does not have a clear distinction between a Primary Node and its Rural Service Centres Nongoma Town is seen to function as both. As the heart of the emerging core urban complex encompassing Nongoma town, the Zulu Royal Palace and other government functions, this node performs a function to the surrounding regional settlements beyond the borders of the Nongoma Municipality.

The conceptual boundaries of the primary node have been defined within the Nongoma Urban Nodal Regeneration project funded by the Department of National Treasury through the Neighbourhood Development Partnership Grant (NDPG). The project aims to improve the quality of life while stimulating economic regeneration within the Nongoma Node where most commercial activity and social functions conflate.

The Node and its boundaries are illustrated on the Diagrams below, with the yellow outline depicting the extent of the town's residential component, whilst the red border depicts the economic investment area. Figure 24 also depicts actual cadastral boundaries of the town as registered with the Surveyor General.

Figure 24: Nongoma Node

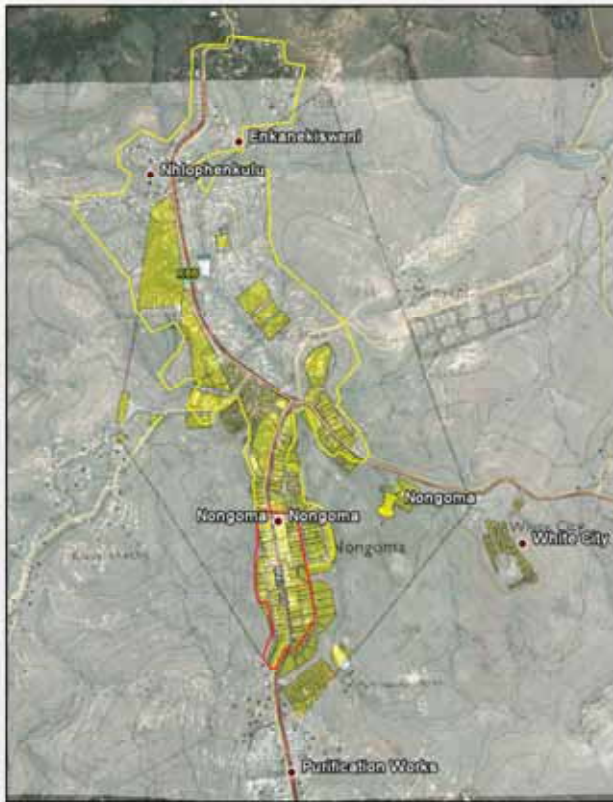


Figure 23: Node Boundaries



The images below is extracted from the Nongoma Urban Nodal Regeneration project which depicts the development intent for Nongoma.

Figure 25: Nongoma Urban Nodal Regeneration Project



Figure 26 Nongoma Urban Nodal Regeneration Project - Key

MIXED COMMERCIAL	PRIMARY USE COMMERCIAL, OTHER USES BUSINESS, OFFICE
MIXED AMENITY	PRIMARY USE FACILITY, ADMINISTRATION, CIVIC, OTHER USES OFFICE, BUSINESS
RESIDENTIAL ESTATE	CLUSTER HOUSING SEM-DETACHED OR ATTACHED, SINGLE TO DOUBLE STOREY
MEDIUM DENSITY RESIDENTIAL	SEMI-DETACHED OR ATTACHED SINGLE STOREY DEVELOPMENT
HIGH DENSITY RESIDENTIAL	MULTI-STOREY FLATS DEVELOPMENT
MIXED RESIDENT. ACTIVITY	MULTI-STOREY FLATS DEVELOPMENT WITH SMALL SCALE AMENITIES AND ACTIVITIES
ACTIVE RECREATION	SPORTS FACILITIES INCL. STADIUM, INDOOR AND OUTDOOR AMENITIES
PASSIVE RECREATION	PARK, DAM, OPEN SPACE
ENVIRONMENTAL PROTECTION	VALLEYS WITHIN 100YEAR FLOODLINE AND SPECIFIC AREAS IDENTIFIED

The table below depicts the following information with regards to Nongoma Node:

- Existing Facilities within the Node
- Planned Facilities for this node as extracted from the Nongoma IDP and Relevant Sector Plans, and recorded in the list of Capital Projects.
- Proposed New Facilities to provide in the need of the population according to the set of standards.

Table 18: Nongoma Node – Facilities

Existing Facilities	Planned Facilities	New Facilities
<ul style="list-style-type: none"> <li>• Hospital x 1</li> <li>• Clinics x 2</li> <li>• Clinics (Mobile Base) x 1</li> <li>• Primary School x 2</li> <li>• Civic Centre x 1</li> <li>• Police Station</li> </ul>	<ul style="list-style-type: none"> <li>• Holinyoka Housing Project</li> <li>• Nongoma Hospital Taxi Rank</li> <li>• Nongoma Long distance taxi rank</li> <li>• Nongoma Plaza Taxi Rank</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-school (Incl Crèche &amp; Day Care) x 10</li> <li>• Multi skilling / Training Centre / ABET x 1</li> <li>• Tertiary Training (Ecl. University) x 1</li> <li>• Library x 7</li> <li>• Clinic x 5</li> <li>• Magistrates Court x 1</li> <li>• Fire Station x 1</li> <li>• Community Safety Centre x 1</li> <li>• Cemetery x 1</li> <li>• Orphanage x 1</li> <li>• Church x 17</li> <li>• Multi Purposed</li> </ul>

		Community Centre / Tsusong Centre x 1 <ul style="list-style-type: none"> <li>• Community Hall x 2</li> <li>• Old Age Home and Service Centre x 1</li> <li>• Pension Pay Point x 1</li> <li>• Post Office x 4</li> <li>• Post Boxes x 2</li> <li>• Traditional Admin Centre x 1</li> <li>• Sport Complex (Incl Swimming Pool) x 1</li> <li>• Sports Field x 4</li> <li>• Bus Service on Regular Basis x 1</li> <li>• Taxi Rank and/or Bus Depot x 1</li> </ul>
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Although the above table only reflects facilities within the nodal point, various projects are being implemented in the nodal area of influence. A Nodal Sphere of Influence could technically be defined as the halfway mark between two nodal areas. This is an assumption made when a fairly even spread of population exist. It is necessary to investigate traveling distances, traveling times and locational challenges which impacts on accessibility of a node.

Nodal areas cannot provide in all the social needs and other projects and amenities i.e. water & sanitation reticulation is implemented within the communities. Social Amenities to be implemented, as extracted from the Nongoma IDP and Relevant Sector Plans, and recorded in the list of Capital Projects inter alia:

According to the Standards for Provision of Services the following additional social amenities and services are to be provided within this Convenience Node.

#### 6.4.2 Rural Activity Points

These rural activity points are identified by the existing and (potential future) clustering of primary services and often at key intersections of access routes in especially the Traditional Authority Areas. These points serve as the first entry point to service delivery in the rural areas and provides a plausible threshold for the clustering of groups of small, localised businesses, thus providing the starting points for the emergence of mixed use activity nodes. With very limited services, and limited information available the presence of a Clinic were utilised as the main criteria to identify Activity Points/Centres. High Schools and primary schools are distributed quite evenly, and do not give an indication of activity areas. Social facilities (such as clinics) usually have a presence of some limited economic activities as well.

The Rural Activity Points identified within Nongoma Includes the following settlement areas:

- KwaPhenyane
- Maphophoma
- Mahashini
- Ngxongwane

The services provided within these centres and the services required for the nodes are quantified in the following sections:



### 6.4.2.1 Kwaphenyane

KwaPhenyane is situated in the western region of the Municipality. The nodal point is situated at the T-junction entrance to the Isibaya Royal Palace. The existing developments and concept boundaries are depicted on the image below. This node is situated between two

**Figure 27: KwaPhenyane**



The table below depicts the following:

- Existing Facilities within the Node
- Planned Facilities for this node as extracted from the Nongoma IDP and Relevant Sector Plans, and recorded in the list of Capital Projects.
- Proposed New Facilities to provide in the need of the population according to the set of standards.

**Table 19: KwaPhenyane Facilities**

Existing Facilities	Planned Facilities	New Facilities
<ul style="list-style-type: none"> <li>• Secondary School x 1</li> </ul>	<ul style="list-style-type: none"> <li>• Siyazama Housing Project</li> <li>• Bululwane Irrigation Scheme</li> <li>• Bululwane Dairy Project</li> <li>• Bululwane Community Hall</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-school (Incl Creche &amp; Day Care) x 7</li> <li>• Library x 7</li> <li>• Clinic x 5</li> <li>• Hospital x 1</li> <li>• Fire Station x 1</li> <li>• Emergency Services Facility x 2</li> <li>• Police Station Mobile x 2</li> <li>• Church x 15</li> <li>• Community Hall x 1</li> <li>• Pension Pay Point x 1</li> </ul>

		<ul style="list-style-type: none"> <li>• Post Office x 3</li> <li>• Post Boxes x 2</li> <li>• Traditional Admin Centre x 1</li> <li>• Sport Complex (Incl Swimming Pool) x 1</li> <li>• Sports Field x 4</li> <li>• Bus Service on Regular Basis x 1</li> <li>• Taxi Rank and/or Bus Depot x 1</li> </ul>
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#### 6.4.2.2 Maphophoma

Maphophoma is situated in the South Central region of Nongoma Local Municipality, and serves settlement clusters within the Qonggo, and KwaQuma regions. This node is situated on the P735 road midway between Nongoma town and the border with Hlabisa Local Municipality. This is one of two main North –South Linkages within the municipality.

**Figure 28: Maphophoma**





The table below depicts the following:

- Existing Facilities within the Node
- Planned Facilities for this node as extracted from the Nongoma IDP and Relevant Sector Plans, and recorded in the list of Capital Projects.
- Proposed New Facilities to provide in the need of the population according to the set of standards.

**Table 20: Maphophoma Facilities**

Existing Facilities	Planned Facilities	New Facilities
<ul style="list-style-type: none"> <li>• Primary School x 1</li> <li>• Secondary School x 1</li> <li>• Clinic x 1</li> </ul>	<ul style="list-style-type: none"> <li>• Maphophoma Irrigation Scheme.</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-school (Incl Creche &amp; Day Care) x 10</li> <li>• Library x 9</li> <li>• Clinic x 6</li> <li>• Hospital x 1</li> <li>• Fire Station x 1</li> <li>• Emergency Services Facility x 2</li> <li>• Police Station x 1</li> <li>• Police Station Mobile x 2</li> <li>• Church x 16</li> <li>• Community Hall x 3</li> <li>• Pension Pay Point x 1</li> <li>• Post Office x 4</li> <li>• Post Boxes x 4</li> <li>• Traditional Admin Centre x 1</li> <li>• Sport Complex (Incl Swimming Pool) x 1</li> <li>• Sports Field x 3</li> <li>• Bus Service on Regular Basis x 1</li> <li>• Taxi Rank and/or Bus Depot x 1</li> </ul>

#### 6.4.2.3 Mahashini

This Node is situated to the South of the P49-2 road which links Nongoma LM to Ngome in the Abaqulusi Local Municipality in the North West, as well as the Uphongola LM in the North, via Thokazi and The P52-3.

The node is centrally situated between a web of settlements. Though not situated within Mahashini itself, this specific crossing is the most accessible to the adjacent villages. Education facilities are situated just to the east of the crossing in Mahashini. The node is situated next to the P736, which provides a connection with Kwaphenyane via Bululwane. The image below depicts the concept nodal boundary.

Figure 29: Mahashini



The table below depicts the following:

- Existing Facilities within the Node
- Planned Facilities for this node as extracted from the Nongoma IDP and Relevant Sector Plans, and recorded in the list of Capital Projects.
- Proposed New Facilities to provide in the need of the population according to the set of standards.

**Table 21: Mahashini Facilities**

Existing Facilities	Planned Facilities	New Facilities
<ul style="list-style-type: none"> <li>• Clinic x 1</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-school (Incl Creche &amp; Day Care) x 8</li> <li>• Library x 9</li> <li>• Clinic x 6</li> <li>• Hospital x 1</li> <li>• Emergency Services Facility x 2</li> <li>• Police Station x 1</li> <li>• Police Station Mobile x 2</li> <li>• Church x 16</li> <li>• Community Hall x 2</li> <li>• Pension Pay Point x 1</li> <li>• Post Office x 4</li> <li>• Post Boxes x 2</li> <li>• Traditional Admin Centre x 1</li> <li>• Sport Complex (Incl Swimming Pool) x 1</li> <li>• Sports Field x 3</li> <li>• Bus Service on Regular Basis x 1</li> <li>• Taxi Rank and/or Bus Depot x 1</li> </ul>

#### 6.4.2.4 Ngxongwane

Ngxongwane is situated in the central region of the municipality at the T-junction of the P324 and the Connector road to Maduma. The P324 connect Nongoma to Mkhuze in Jusini Local Municipality and to the N2 National Road. The diagram below depicts the concept boundary of the node. There are limited economic activities, with educational facilities situated on the Maduma Connector Road.

Figure 30: Ngxongwane



The table below depicts the following:

- Existing Facilities within the Node
- Planned Facilities for this node as extracted from the Nongoma IDP and Relevant Sector Plans, and recorded in the list of Capital Projects.
- Proposed New Facilities to provide in the need of the population according to the set of standards.

Table 22: Ngxongwane Facilities

Existing Facilities	Planned Facilities	New Facilities
<ul style="list-style-type: none"> <li>Limited Commercial Activities</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Pre-school (Incl. Crèche &amp; Day Care) x 5</li> <li>Library x 7</li> <li>Clinic x 5</li> <li>Emergency Services Facility x 2</li> <li>Police Station Mobile x 2</li> <li>Church x 15</li> <li>Community Hall x 1</li> <li>Pension Pay Point x 1</li> <li>Post Office x 3</li> <li>Post Boxes x 2</li> <li>Traditional Admin Centre x 1</li> <li>Sports Field x 2</li> <li>Bus Service on Regular Basis x 1</li> <li>Taxi Rank and/or Bus Depot x 1</li> </ul>

#### 6.4.3 Rural Settlement Clusters

In terms of the Detailed Settlement Definitions (contained within the DSM Manual of the Department of Water Affairs and Forestry) a non-formalised settlement with between 500 to 5000 persons residing in it is classified as a village. Although the same definition parameters are used, this SDF refers to these areas as Rural Settlement Clusters as the distinction between one village to the next is not always as definable. A total of 12 such rural settlement clusters have been identified within the municipality by using population density data. These include (amongst others) the villages of **Kwaphenyane**, Ezilonyeni, **Mahashini**, **Maphophoma**, Kwaquma, Injampela, Sidinsi, Mvulazi, **Ngxongwane**, Maduma, Thokazi. The four Rural Activity Points are centrally located within these clusters, and serves as the service points to these settlement clusters.

Public interventions envisaged in these areas relate to:

- Focussing priority rural water and sanitation projects to these areas centred on servicing these communities.
- Maintaining access roads to these areas to at least the current standard (mainly gravel road surfaces).

#### 6.4.4 Tourism Node

The Nongoma Municipality currently only has one formal tourist destination namely the Zulu Cultural Learning Centre.

The Ntendeka Wilderness Area on the western border of the Municipality (within uPhongola Local Municipality), also might offer some opportunities to be exploited, such as day trip tours with overnight facilities within Nongoma. Nongoma is the Royal City of KZN and certain features around traditional Zulu Life can be explored and marketed.

Public interventions envisaged in this area relate to:

- Develop an Aggressive Marketing Strategy of tourist attractions in the Municipality
- Marketing and exploitation of the following traditional Zulu activities and daily life in Nongoma LM:
  - Zulu Royal Palace (Isibaya)

- Mona Market
  - Umkhosi woMhlango – Royal Reed Dance
  - Nguni Cattle - opportunity for sales pens & Beneficiation of leather products such as hand bags.
  - Umuzi (homestead) Project including 18 hole golf course.
  - Nongoma Lodge
- c) Making Nongoma More Accessible to Tourists – Road upgrading and tarring.
- d) Co-ordination of a regional marketing effort of the District Tourist Attractions.

The Nongoma Investment Strategy drafted by Strategic Planning Resources, contains a concept framework for a tourism node development at the Enyokeni Palace. This Tourism Node is situated adjacent to the Kwaphenyane Rural Activity Point. The image below depicts the concept framework.

**Figure 31: Concept Framework**



## 7 IMPLEMENTATION PLANNING

### 7.1 Implementation Approach

As part of the Nongoma IDP, the SDF and its implementation is crucial to the development of the municipal area and its communities. Through the IDP, the SDF will influence budgeting and resource allocation and specific interventions will be measured through the performance management system. Practical implementation of the SDF will be achieved through the further detailed planning of special development areas and the development/review of the Nongoma Land Use Management System.

The Nongoma Spatial Development Framework is to contribute in a meaningful manner towards the spatial restructuring and development within the municipality, and it is therefore vital to address key implementation aspects related to the SDF and spatial planning in general. It is envisaged that the implementation of an SDF will have to address at least the following three aspects:

1. **Alignment of Efforts** – The alignment of spatial intentions and strategies with surrounding municipalities to ensure regional combined effort and co-operation as well as internal alignment of the intentions of the SDF within all the internal departments within the municipality.
2. **Resource Targeting** – The assessment of current capital investment target areas to assess the level of compliance to the findings and intentions of the SDF as well as to identify any gaps or needs for additional expenditure in order to achieve the desired spatial structure.
3. **Further Planning** – The strategic nature of the SDF always identifies key intervention areas which might require more detailed investigation and/ or planning and this should be addressed as a vital part of direct implementation of the SDF. This will also include some guidelines for the municipality's land use management system.

The outcomes of each of these areas of implementation planning then results in an overall systematic implementation strategy with a number of proposed interventions with the short, medium and long term and intends to directly influence the formulation of the Nongoma Integrated Development Plan.

### 7.2 Alignment Of Spatial Development Frameworks

The Zululand Municipality is adjoined by five other local municipalities, namely:

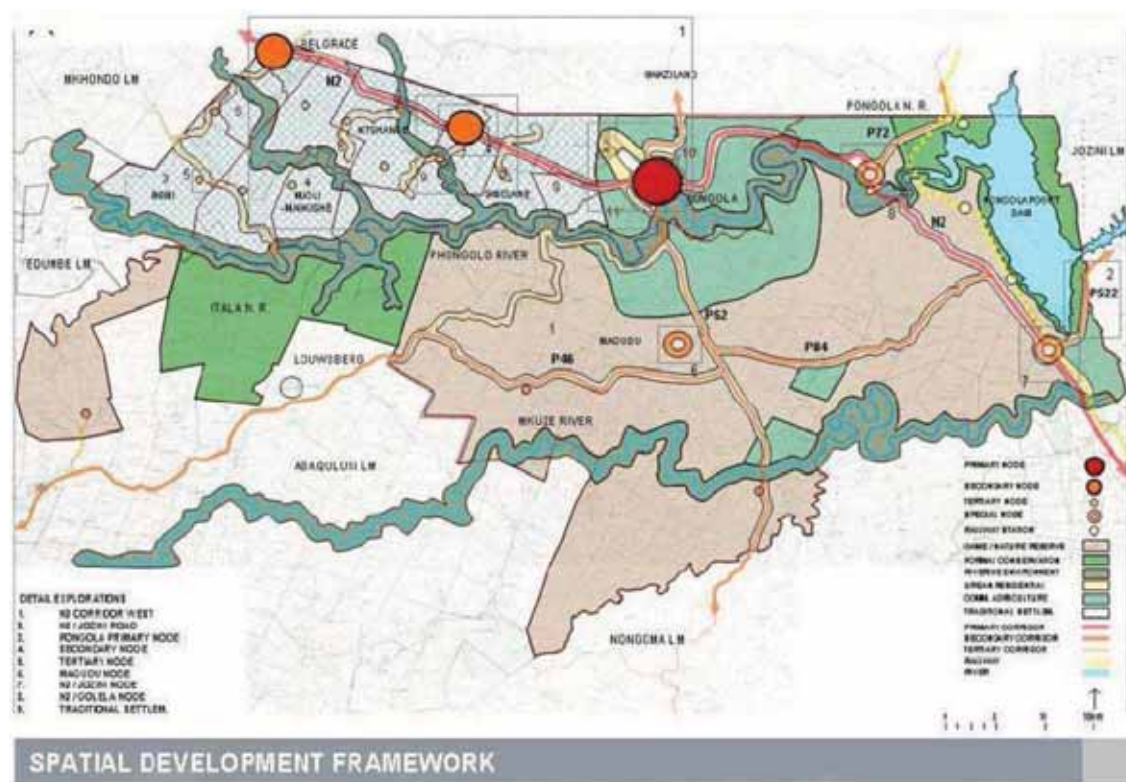
- uPhongola Local Municipality,
- Jozini Local Municipality,
- Hlabisa Local Municipality,
- Ulundi Local Municipality,
- Abaqulusi Local Municipality

### 7.3 Uphongola Local Municipality Sdf

The figure below illustrates the uPhongola Municipality SDF adopted as part of the 2006/07 IDP for the municipality.



Figure 32 - uPhongola SDF, 2010-11



Source: uPhongola IDP, 2010-11

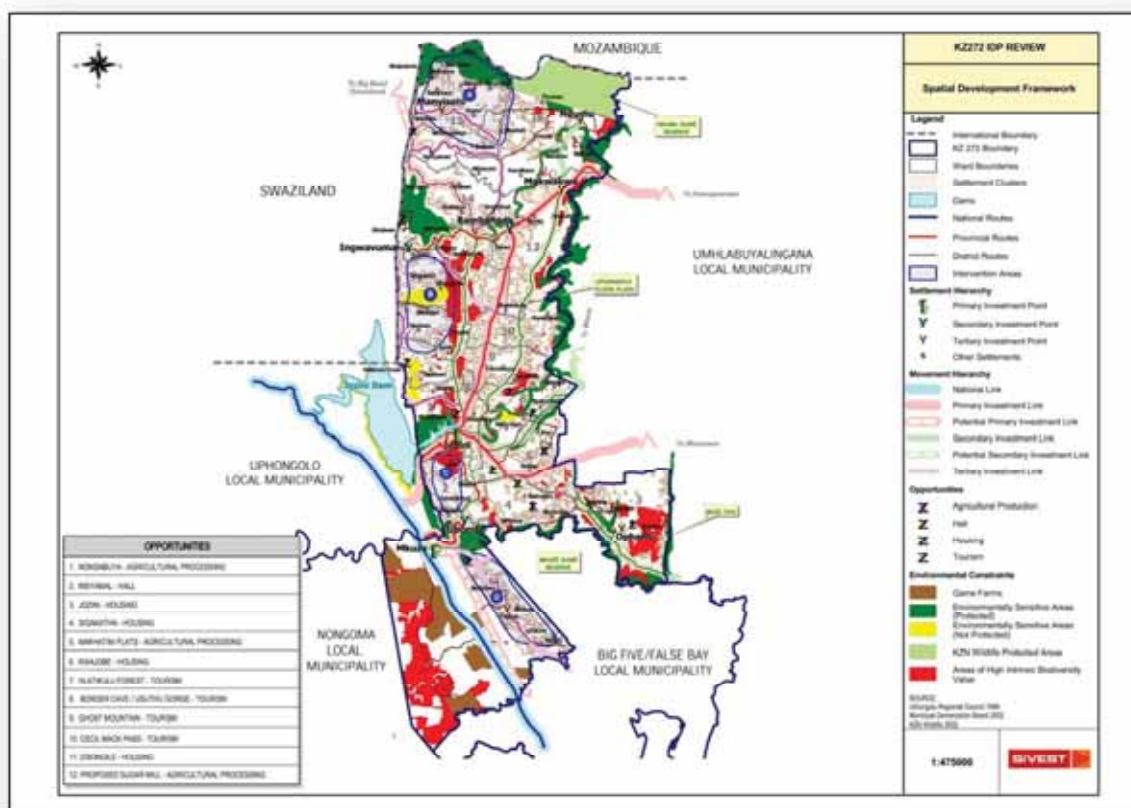
Table 23: uPhongola LM SDF Alignment Aspects

Area of Alignment	Observations
<b>Development Corridors</b>	The uPhongola SDF indicates the R66 route as a secondary corridor stretching from Pongola, via Magudu and towards Nongoma. This corresponds to the Distribution linkage identified within the Nongoma SDF.
<b>Cross Boundary Dependencies</b>	A Recently completed land reform project at Thokazi within Nongoma has as result that various communities from this area own land within Ward 1 of the uPhongola Municipality. Although a call for a possible re-demarcation of the municipal boundary in this area has been made, it is for now important that both municipalities consider this cross boundary dependency.
<b>Cross Boundary Co-operation</b>	The identified potential for "Game/Nature Reserve" development within the southern portions of the uPhongola Municipality, adjacent to the Nongoma boundary, will require cross boundary co-operation towards ensuring regional management and beneficiation of these areas.
<b>Potential Contradictions</b>	None apparent.

### 7.3.1 Jozini Municipality SDF

The figure below illustrates the Jozini SDF adopted as part of the 2010-2011 IDP review.

Figure 33 - Jozini SDF, 2010-11



Source: Jozini IDP, 2010-11

Table 24: Jozini LM SDF Alignment Aspects

Area of Alignment	Observations
<b>Development Corridors</b>	While the Nongoma SDF indicates the importance of the P234 as a secondary route towards Mhuzi, the Jozini SDF does not indicate this route at all. It is believed that this route serves as an important regional distribution link between Jozini and Nongoma.
<b>Cross Boundary Dependencies</b>	The scattered nature of the settlements within Nongoma Municipality results in an interaction of residents in the north eastern portions of the municipality with Mkhuzi as a more accessible service centre than Nongoma, due to travel distance. This dependency should be considered when planning for thresholds of facilities and services within Mkhuzi.
<b>Cross Boundary Co-operation</b>	The indicated game reserves and high biodiversity value areas within the Jozini SDF corresponds with the Environmental Management areas indicated within the Nongoma SDF and provides an opportunity for cross

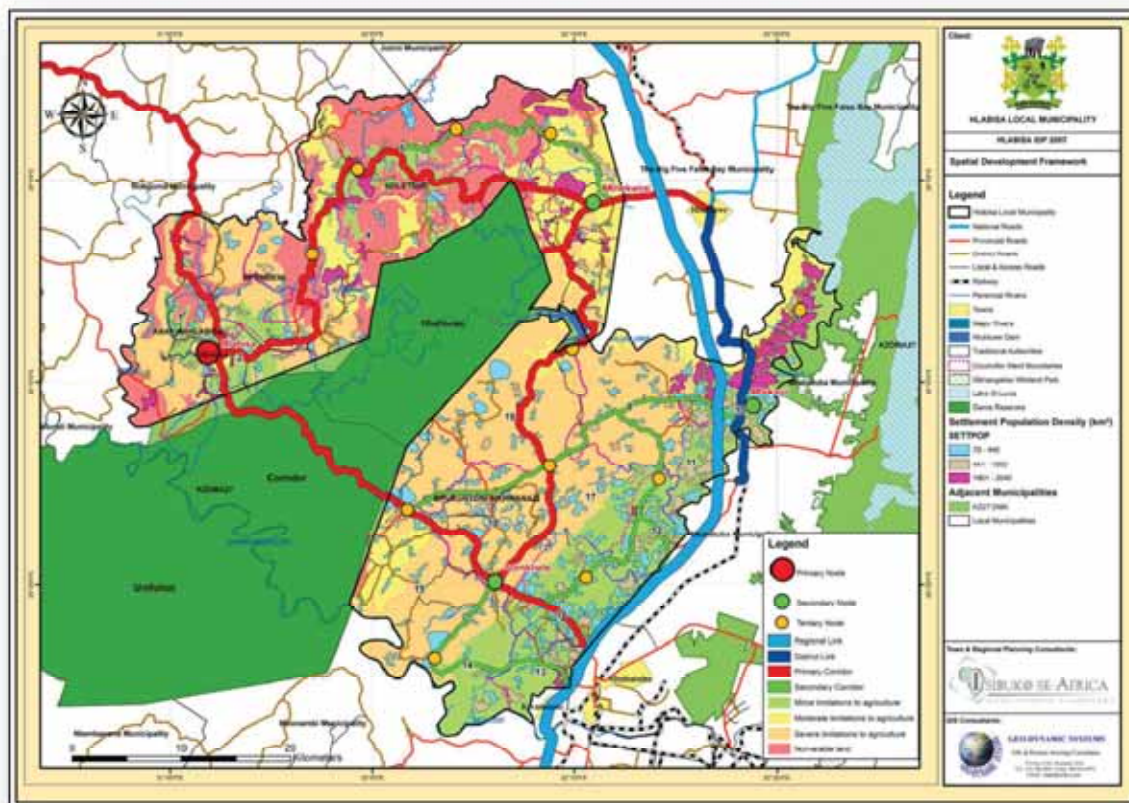


	<p>boundary co-operation.</p> <p>The maintenance of the entire length of the P234 road between Nongoma and Mkhuze needs to be co-ordinated between these two municipalities.</p>
<b>Potential Contradictions</b>	<p>As mentioned above, the P234 is not indicated within the Jozini SDF although it serves as an important secondary distribution route and is indicated as such on the Nongoma SDF.</p>

### 7.3.2 Hlabisa Municipality Sdf

The figure below illustrates the Hlabisa SDF adopted as part of the 2010-11 IDP review.

Figure 34 - Hlabisa SDF, 2010-11



Source: Hlabisa IDP, 2010-11



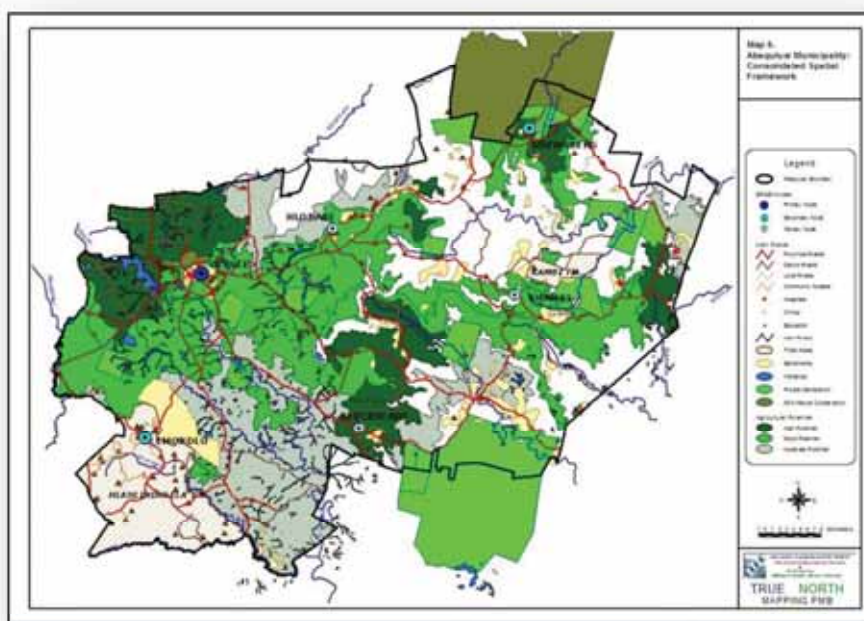
Table 26: Ulundi LM SDF Alignment Aspects

Area of Alignment	Observations
<b>Development Corridors</b>	No development corridors indicated within the Ulundi SDF, although both municipalities have acknowledged the R66 route as important provincial route linking the towns of Ulundi and Nongoma.
<b>Cross Boundary Dependencies</b>	Due to the level of detailed contained within the Ulundi SDF, no clear cross border dependencies are apparent.
<b>Cross Boundary Co-operation</b>	Maintenance and management of the R66 route between Ulundi and Nongoma will need to be co-ordinated between the two municipalities.
<b>Potential Contradictions</b>	None apparent.

### 7.5 Abaqulusi Municipality Sdf

The figure below illustrates the Abaqulusi SDF adopted as part of the 2010-11 IDP for the municipality.

Figure 36 - Abaqulusi SDF



Source: Abaqulusi IDP,

Table 27: Abaqulusi LM Alignment Aspects

Area of Alignment	Observations
<b>Development Corridors</b>	The route between Nongoma and Vryheid has been identified as a provincial distributor in both SDFs and serves as an important link between these two areas.
<b>Cross Boundary Dependencies</b>	Both municipalities have identified high value agricultural land in the area of their adjoining boundaries and it is anticipated that cross boundary interaction will exist as these agricultural opportunities are developed.
<b>Cross Boundary Co-operation</b>	The development of the agricultural potential between these two municipalities (especially considering the dependency of the region on agriculture and tourism) should be co-ordinated as far as possible.
<b>Potential Contradictions</b>	Non apparent.

## 7.6 Resource Targeting

### 7.6.1 Capital Investment Framework

Determining the capital investment framework for a municipality is primarily the function of the IDP and /or associated Financial Plan to be illustrated spatially within the SDF of the municipality. Currently a Capital Investment Framework does not exist within the municipality and in order to determine the spatial distribution of public investment and its alignment to the intentions of the SDF an alternative methodology was followed. A base list of capital and economic investment projects was compiled as part of this study by extracting key capital projects from the municipal IDP, provincial Departmental MTEFs as well as project identified within the various sector plans of the Nongoma Local Municipality and Zululand district municipality respectively. The resulting list of projects are indicated overleaf. In most cases these projects do not have estimated budgets indicated and more importantly nearly none of the projects have specific localities recorded. Please refer to **Plan 29: Capital Projects** for a depiction of the projects that could be spatially identified. Some of the project on the plan is only in the vicinity as exact localities could not be determined.

In an effort to record these projects, existing GIS data and topographical maps were used to locate projects with place reference as accurately as possible per type of project. The result is a map of planned capital projects illustrated overleaf. Although it is evident that the planned projects are clustered within the most densely populated and needed areas generally in line with the proposed SDF, it is currently not possible to determine the amount of capital required to implement these projects which would ideally assist in determining planned investment per area and/or availability of capital required over specific financial years. However the map does provide an indication of the spatial concentration of the planned capital projects within the various wards and interventions areas.

This furthermore allows for the identification of potential additional planning and capital projects to be identified towards the implementation of future spatial structure of the municipality as listed overleaf:



**PLAN 38:**  
**CAPITAL PROJ**

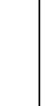
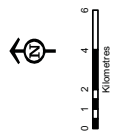






Table 28 - Additionally Identified Spatial Implementation Projects

No.	Description	Type	Locality	Ward
1	Agriculture Assessment and Planning	Planning	Nongoma LM	All
2	Mining Assessment and Development Planning	Planning	Nongoma LM	All
3	Nongoma Urban Regeneration Plan	Planning	Nongoma LM	All
4	Nodal Development Plans	Planning	Nongoma LM	All
5	Strategic Environmental Assessment	Planning	Nongoma LM	All
6	Facilities Quality Survey	Planning	Nongoma LM	All
7	Nongoma Cemetery	Social	Nongoma	Ward 19
8	Nongoma Clinic	Health	Nongoma	Ward 19
9	Nongoma Community Hall	Social	Nongoma	Ward 19
10	Nongoma Community Safety Centre	Safety	Nongoma	Ward 19
11	Nongoma Fire Station	Safety	Nongoma	Ward 19
12	Nongoma Library	Education	Nongoma	Ward 19
13	Nongoma Magistrates Court	Administration	Nongoma	Ward 19
14	Nongoma Thusong Centre	Administration	Nongoma	Ward 19
15	Nongoma Multi skilling / Training Centre / ABET	Education	Nongoma	Ward 19
16	Nongoma Old Age Home and Service Centre	Social	Nongoma	Ward 19
17	Nongoma Orphanage	Social	Nongoma	Ward 19
18	Nongoma Pre-school (Incl Creche & Day Care)	Education	Nongoma	Ward 19
19	Nongoma Sport Complex (Incl Swimming Pool)	Recreation	Nongoma	Ward 19
20	Nongoma Sports Field	Recreation	Nongoma	Ward 19
21	Nongoma Tertiary Training (Ecl. University)	Education	Nongoma	Ward 19
22	Mahashini Clinic	Health	Mahashini	Ward 17
23	Mahashini Community Hall	Social	Mahashini	Ward 17
24	Mahashini Library	Education	Mahashini	Ward 17
25	Mahashini Police Station Mobile	Security	Mahashini	Ward 17
26	Mahashini Police Station	Security	Mahashini	Ward 17
27	Mahashini Pre-school (Incl Creche & Day Care)	Education	Mahashini	Ward 17
28	Mahashini Sport Complex (Incl Swimming Pool)	Recreation	Mahashini	Ward 17
29	Mahashini Sports Field	Recreation	Mahashini	Ward 17
30	Mahashini Taxi Rank and/or Bus Depot	Transport	Mahashini	Ward 17
31	Mahashini Traditional Admin Centre	Administration	Mahashini	Ward 17
32	KwaPhenyane Clinic	Health	KwaPhenyane	Ward 15
33	KwaPhenyane Community Hall	Social	KwaPhenyane	Ward 15
34	KwaPhenyane Library	Education	KwaPhenyane	Ward 15
35	KwaPhenyane Police Station Mobile	Security	KwaPhenyane	Ward 15
36	KwaPhenyane Pre-school (Incl Creche & Day Care)	Education	KwaPhenyane	Ward 15
37	KwaPhenyane Sport Complex (Incl Swimming Pool)	Recreation	KwaPhenyane	Ward 15
38	KwaPhenyane Sports Field	Recreation	KwaPhenyane	Ward 15
39	KwaPhenyane Taxi Rank and/or Bus Depot	Transport	KwaPhenyane	Ward 15
40	KwaPhenyane Traditional Admin Centre	Administration	KwaPhenyane	Ward 15
41	Maphophoma Clinic	Health	Maphophoma	Ward 12
42	Maphophoma Community Hall	Social	Maphophoma	Ward 12
43	Maphophoma Library	Education	Maphophoma	Ward 12
44	Maphophoma Police Station Mobile	Security	Maphophoma	Ward 12
45	Maphophoma Police Station	Security	Maphophoma	Ward 12
46	Maphophoma Pre-school (Incl Creche & Day Care)	Education	Maphophoma	Ward 12
47	Maphophoma Sport Complex (Incl Swimming Pool)	Recreation	Maphophoma	Ward 12
48	Maphophoma Sports Field	Recreation	Maphophoma	Ward 12
49	Maphophoma Taxi Rank and/or Bus Depot	Transport	Maphophoma	Ward 12
50	Maphophoma Traditional Admin Centre	Administration	Maphophoma	Ward 12
51	Ngxongwane Clinic	Health	Ngxongwane	Ward 6
52	Ngxongwane Community Hall	Social	Ngxongwane	Ward 6
53	Ngxongwane Library	Education	Ngxongwane	Ward 6
54	Ngxongwane Police Station Mobile	Security	Ngxongwane	Ward 6
55	Ngxongwane Pre-school (Incl. Crèche & Day Care)	Education	Ngxongwane	Ward 6
56	Ngxongwane Sports Field	Recreation	Ngxongwane	Ward 6
57	Ngxongwane Taxi Rank and/or Bus Depot	Transport	Ngxongwane	Ward 6
58	Ngxongwane Traditional Admin Centre	Administration	Ngxongwane	Ward 6



## 7.7 Further Planning

### 7.7.1 Detailed Research & Planning

As mentioned above, certain key areas are vital economic generators and /or social development areas. It is therefore proposed that more detailed planning is undertaken for the following areas illustrated below:

Table 29 : Necessary Further Planning & Research

Detailed Research / Planning	Brief Description
<b>Agriculture Assessment and Planning</b>	Detailed study into the potential expansion agricultural development areas which will include an agricultural potential assessment, market analysis, land ownership audit, extensive consultation, management plan and infrastructure requirements towards a comprehensive agricultural business plan.
<b>Mining Assessment and Development Planning</b>	Assessment of Mining potential, Environmental Management Areas, Beneficiation and management plan and infrastructure requirements towards sustainable mining operations within the municipality.
<b>Nongoma Urban Regeneration Plan</b>	The completion of the Nongoma Urban Regeneration Plan with specific attention to the potential additional facilities to be incorporated within this node to serve the wider community of the municipality.
<b>Nodal Development Plans</b>	Nodal Development Plan Study with more detailed spatial structure and implementation planning for each of the identified nodes and addressing the land requirements for proposed facilities and services.
<b>Strategic Environmental Assessment</b>	Including State of the Environment Reporting at a municipal level in order to determine the current state of rivers, soil conditions, biodiversity areas under development threat within the entire municipality.
<b>Facilities Quality Survey</b>	Survey of the condition and quality of service standards currently experienced within all social facilities within the municipality in order to determine upgrading and non-capital interventions required. This will assist in determining local service standards.

### 7.7.2 Components Of The Next Sdf Review

It is envisaged that the annual review of the municipal IDP and its related SDF does not prepare an entirely new Spatial Development Framework, but rather build on the base SDF and refine and adjust the implementation direction as circumstance change and new information become available. During the course of preparing this SDF, a number of key elements were identified to be address during the next SDF review as far as possible:

1. **River Flood line Areas** – The Department of Human Settlements is currently engaged in a project to determine broad river flood lines for all rivers within KwaZulu-Natal based on GIS methodology being piloted. These flood lines will identify all households within the floodplains and engage in projects to educate and relocate such households where needed. It will be important to incorporate this information into the next SDF review as it might impact on the planned future land uses envisaged within the SDF.
2. **Updated Capital Projects** – Update of capital projects in terms of their relevance, budgets, locality and timeframes for implementation toward more accurate indication of a capital investment framework. It is envisaged that this will form a key part of the IDP review of the municipality for 2011/2012.
3. **Cross Border Co-ordination** – Interactive discussions with all the surrounding local municipalities regarding the cross boundary co-ordination of key elements as discussed later in this section. This should influence the incorporation of key environmental management zones within the SDFs of surrounding municipalities.
4. **Incorporation of Additional Studies** – Incorporation of available additional studies, especially the proposed Agricultural Assessment, Nongoma Urban Regeneration Plan and the proposed Nodal Development Plans if completed by the time the review or undertaken as part of the review process.

## 8 CONCLUSION

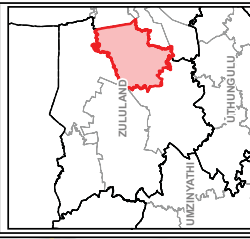
This report contains the draft consolidated Spatial Development Framework for Nongoma Municipality and is the result of a series of spatial analysis and technical interactions with the Project Steering Committee. It is intended to serve as discussion document for public comment and role-player input towards the finalisation of the SDF as vital input the Nongoma IDP Review for 2011/2012. Please refer to **Plan 30: Conceptual Spatial Development Framework**, for the resulting Plan created via this process.

Following public comments and role-player inputs, the document will be presented to the Nongoma Council for final adoption and inclusion in the said IDP. Once adopted this SDF will serve as base SDF to inform planning and public investment within the municipality for the period 2011 to 2016 with annual reviews during that period.




**LEGEND**

	Place Names
	Large Convenience Centre
	Rural Service Centre
	Primary Corridor
	Secondary Corridors
	Railway Lines
	Major Rivers
	Minor Rivers
	Regional Distributor
	District Distributor
	District Collector
	Environmental Management
	Urban Edges
	Current Residential
	Expansion Areas
	Current Agriculture
	Future Agriculture (General)
	Future Agriculture (Specialised)
	Rural Landscape
	Nongoma Local Municipality
	Local Municipalities



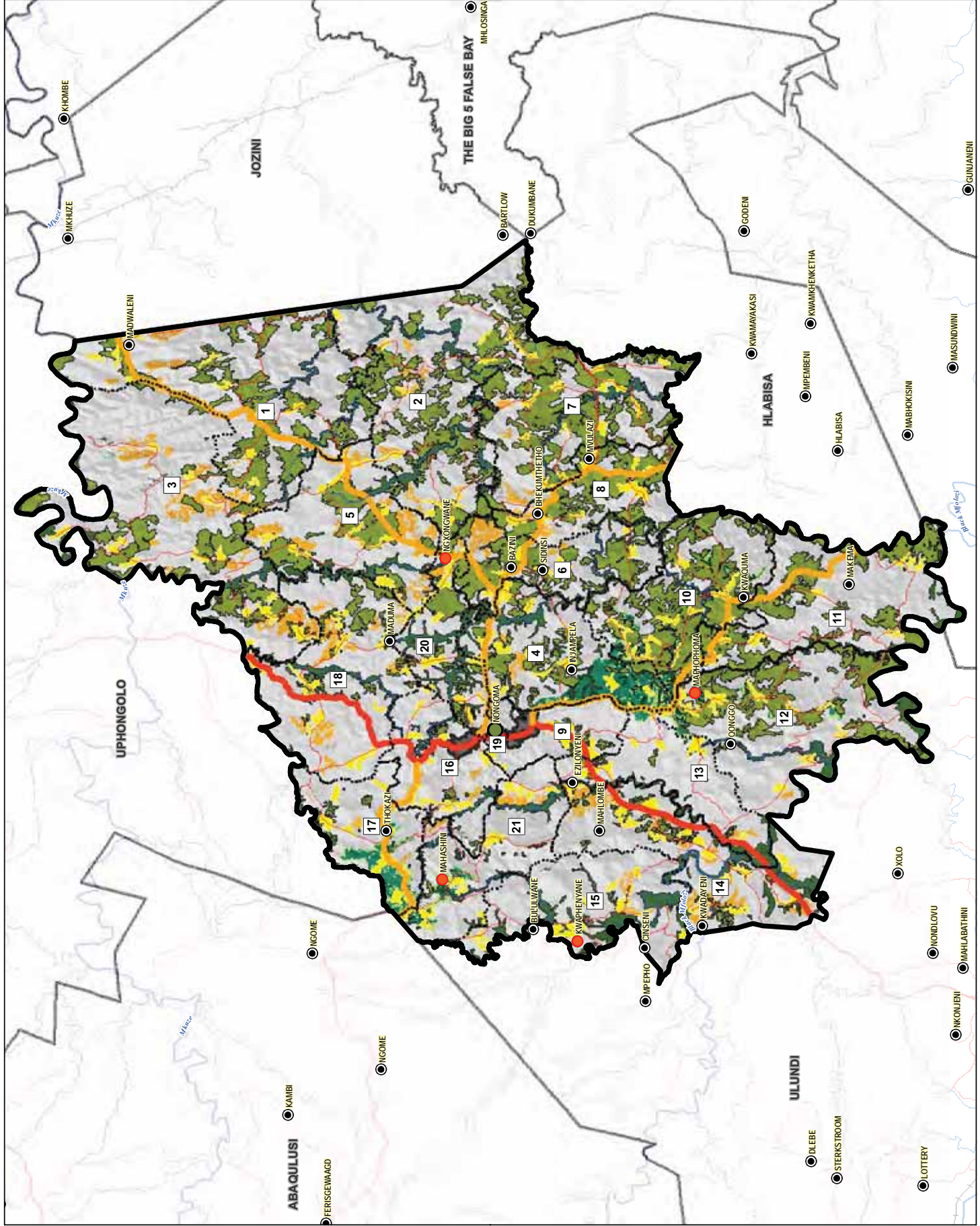
Produced by:



15 Acazia Avenue  
Wesville  
3629

Tel: 031 266 9316  
Fax: 031 266 9366

Email: [info@mhpgeospace.co.za](mailto:info@mhpgeospace.co.za)





## **J2. DISASTER MANAGEMENT PLAN**



**NONGOMA  
DISASTER  
MANAGEMENT  
PLAN**

JULY

**2010**



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## 1. INTRODUCTION

Nongoma is a local municipality situated within the Zululand District Municipality and is 2,184km<sup>2</sup> in extent. It is the largest populated municipality in the Zululand District Municipality and the second largest in terms of its area and comprises of three Tribal Council areas Mandlakazi, Usuthu and Matheni.

This plan presents a Draft Disaster Management Plan for Nongoma Local Municipality. The disaster management serves to confirm the organisational and institutional arrangements within the area of jurisdiction to effectively prevent disasters from occurring and to lessen the impact of hazards that cannot be completely avoided. The municipal plan is a strategic co-ordination and co operation mechanism between all relevant role players.

## 2. BACKGROUND AND LEGAL REQUIREMENT

The preparation of the plan is a legislative requirement set in terms of Disaster Management Act no.57 of 2002 and is referred to as the component of the Integrated Development Plan (IDP) as set in terms of the Municipal Systems Act No.32 of 2000.

The Constitution of the Republic under Section 41(1)(b) stipulates that all the spheres of government, local government are required to secure well being of the people of the Republic. The Constitution of the Republic further stipulates the functions of local government to be closely related to disaster management (Part b Schedule 4 and 5). According to section 152 (1), local government must provide a safe and healthy environment for its citizens.

The disaster management act requires the municipality to take the following actions:

- To prepare a municipal disaster management plan for its area according to the circumstances prevailing in the area.
- To co-ordinate and align the implementation of the disaster management plan with those of other organs of the state, institutions and any other relevant role players.
- To regularly review and update its municipal plan.



The disaster management plan should;

- Form an integral part of the municipal IDP in order to ensure that risk activities are incorporated into its developmental initiatives.
- Anticipate the likely types of disaster that might occur in the municipal area and their possible effects.
- Identify the communities at risks.
- Provide for appropriate prevention, risk reduction and mitigation strategies.
- Identify and address the weaknesses regarding capacity to deal with possible disasters.
- Establish the disaster management policy framework and the organisations that will be utilized to mitigate any significant emergency.

### 3. DEFINITIONS

Disaster means a progressive or sudden, widespread or localised, natural or human caused occurrence which-

- Causes or threatens to cause;
- Death, injury or disease
- Damage to property, infrastructure or the environment
- Disruption of the life of a community; and
- Is of the magnitude that exceeds the ability of those affected by the disaster to cope with its effect using only their own resources;

Disaster Management means a continuous and integrated multi- sectoral, multi disciplinary process of planning, and implementation of measures aimed at-

- Preventing or reducing the risk of disasters
- Mitigating the severity or consequences of disasters;
- Emergency preparedness
- A rapid and effective response to disasters; and
- Post- disaster recovery and rehabilitation.



## **4. PURPOSE**

The Nongoma Municipal Disaster management plan aims and objectives are as follows:

- To implement an integrated and coordinate disaster management policy that focuses on preventing or reducing the risk disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post disaster recovery.
- The aim of the disaster management plan is to prepare the document that will identify risks, assess risks, risk response development and risk response control.
- The purpose of the plan is to outline policy and procedures for both pro-active disaster prevention and the re-active disaster response and mitigation phases.
- It is intended to facilitate multi agency and multi jurisdictional co-ordination in both pro-active and re-active programmes.

## **5. NONGOMA MUNICIPALITY APPROACH TO DISASTER MANAGEMENT**

The Nongoma municipality's Disaster Management Advisory Forum must establish and implement a policy framework for disaster management aimed at ensuring an integrated and common approach to disaster management entities. The policy framework will ensure the following:

- Consistency with provisions of the Disaster Management Act 2002, National and Provincial governments.
- Nongoma municipality engages the Zululand District Disaster Management Centre.
- Nongoma municipality establishes the disaster management committee.
- Relevant role players engage as and when the need arises, this includes National, Provincial, Local Governments (District Management Centre and Disaster Management Advisory Forum) and external role players (SAPS, Ambulance Services, Fire and Rescue Services, NGO's, CBO's, Local Businesses, Church organisations, Volunteers etc).





## 6. THE ROLE OF THE MUNICIPALITY IN DISASTER MANAGEMENT

The role of the Nongoma Municipality in disaster management includes the following:

- to prepare the Disaster Management Plan as stipulated in sec 52(1)(a) of the Disaster Management Act 2002;
- to establish Disaster Management Committee that will be composed of Municipal Managers, Local Businesses, Volunteers etc;
- to establish the community partnerships that combine the access and attributes to everyone with a stake in disaster resistance;
- to facilitate, conduct special training programmes for volunteers that will address issues such as mitigation prevention, vulnerability assessments and greater awareness of risks and hazards as well as general preparedness and responses;
- to develop contingency plans for each hazard or potential area;
- to align the Nongoma Disaster Management Plan with the Zululand District Disaster Management Plan as well as the IDP.

## 7. THE CONCEPT OF DISASTER MANAGEMENT

In order to attain the purpose, aims and objectives of the Nongoma Disaster Management Plan, the disaster management cycle has been designed. Disaster management focuses on two important phases namely; (i) pre disaster risk and (ii) post disaster recovery phases.

**Pre-Disaster Risk Reduction Phase** includes; *Prevention, Mitigation and Preparedness.*

- **Prevention:** it includes measures which are adopted in advance and aims at preventing the disaster e.g. construction of a bridge.
- **Mitigation:** it includes measures considered to reduce the effects of disaster e.g. assessing and removing households (people) from a disaster area.



- **Preparedness:** it includes measures designed to avert disasters and minimise loss of life e.g. fore warning communities of potential disasters about to strike or affect an area.
- **Post disaster recovery Phase** includes; *Response and Recovery*.
- **Response:** it includes measures that are normally provided by statutory emergency services of provincial and local government, as well as private entities e.g. Paramedics, SAPS, Rural Metro etc.
- **Recovery:** it includes measures designed to provide a rapid return to normality.

## 8. MUNICIPAL DISASTER MANAGEMENT STRUCTURE

The municipal disaster management advisory forum will comprise of the municipal staff and external entities.

Internal entities will include:

- All section 57 employees (Municipal Manager, CFO, Technical Director)
- Middle Managers

External entities will include:

- Disaster Management Centre
- Emergency Medical Services
- South African Police Services (SAPS)
- Non Government Organisations

It must be noted that the representation may be adjusted by the forum in accordance with the identified risks to Nongoma municipality as dealt with over the period.

## **9. FUNCTIONS OF MUNICIPAL DISASTER MANAGEMENT ADVISORY FORUM**

The disaster management advisory forum functions include:

- Approve the compilation and maintenance of disaster management plan.
- Review on an annual base the municipal disaster management plan.
- Make recommendations for changes that are considered appropriate.
- Must oversee the assigning project teams to address specific risks.
- Must ensure that disaster risk management principles take place during risk reduction and preparedness phases, response and relief phases, recovery and rehabilitation phases.

## **10. FUNCTIONS OF THE DISASTER MANAGEMENT CENTRE**

The disaster management centre function's are as follows:

- Must specialise in issues concerning disasters within Zululand District.
- Act as a repository and conduit for information concerning disasters.
- Must perform it functions and exercise powers as stipulated section 44 of the Disaster Management Act, 57 of 2002.
- Must liaise and co-ordinate its activities with those of National, Provincial Management centres.

## 11. DISASTER CHAIN OF DEMAND / ORGANOGRAM



## 12. RESPONSIBILITES (CHAIN OF COMMAND)

Table 1: Responsibilities on Disaster Management

Officer Designate	Responsibilities	Comments
Mayor	<p>Directly communicate with the affected communities by disasters.</p> <p>To directly communicate with the media concerning areas affected by disasters.</p> <p>To lead distribution process to affected communities i.e. Provision of blankets, Tents etc.</p>	



<b>Municipal Manger</b>	<p>Report, consult with councillors, external National and Provincial Government departments, Disaster Management Centre.</p> <p>Report on emergency impact and response to the Mayor, EXCO and Councillors.</p> <p>Authorise any extraordinary expenditures situated in vote that is assigned to any alternative emergency funding sources.</p> <p>Identifies person or organisations to receive recognition for contribution made to emergency response.</p> <p>Notify next of kin when the municipal staff member (employee) is injured, killed or missing any emergency response.</p>	
<b>Chief Financial Officer</b>	<p>Ensure that the compiled disaster management plan is maintained to lead and direct financial functions.</p> <p>Managing donations for emergency response.</p> <p>Initiate and facilitate efforts to make funds available for disaster management.</p> <p>Establish and maintain a resource data base that is integrated with the municipal disaster management plan.</p>	



<b>Director Corporate</b>	Documenting information for potential municipal insurance claims.	
	Documentation of legal information and potential compensation claims.	
	Document information for investigation under applicable laws.	
	Arrange site visits for persons affected by emergency.	
<b>Director Technical</b>	Documenting health and safety issues.	
	Provide technical advice in preventing or reducing effects of flooding and storm water damage.	
	Repair damaged infrastructure in order to restore optimal functioning.	

### 13. NONGOMA RISK PROFILE

The disaster can be classified to natural and human made disasters. Nongoma identified disasters that have or likely to occur are listed in the following table:

**Table 2: Nongoma Risk Profile**

Disaster Classification	Types of Disasters	Impact of the Disaster	Responsible Organization
Natural	Droughts	Death of livestock and Vegetation etc	Department of Agriculture, ZDM Water Services, Environmental Affairs
	Floods & Storm	Vegetation get wash away, Houses, Infrastructure damage	Department of Agriculture, Housing, Rescue Services
	Lightning	Death of Livestock, People & Fires	Department of Agriculture, Welfare, Fire Fighting Services
Epidemic	Cholera, HIV & Aids	Death of people, Children Headed Households	Department of Health, Welfare
Human Made	Fires	Damage to property, Death of people	Fire Fighting Services (Rural Metro)
	Social Unrest (Taxi Violence)	Injuries, Death of people	Protection Services
	Political Unrest	Injuries, Death of people & Damage of property	

### 14. NONGOMA CHALLENGES

The Nongoma municipality is unable to fulfil its legislative requirements and service delivery responsibilities because of the current challenges that include capacity, Infrastructure, unemployment, poverty etc.

The reality for Nongoma municipality is that it doesn't have the capacity in terms of the man power (human resource) and technical equipment to deal with the



major disasters. Another challenge is that there is inadequate infrastructure within the most part of Nongoma Municipal area, this may lead to lack of access to areas that require attention during the disasters.

## 15. QUANTIFIED RISK ASSESSMENT TABLE

The table below provides the assessed disaster risk that a particular hazard poses will determine the priorities for disaster risk management programmes.

Table 3: Derived from ZDM Disaster Management Plan

Types of disasters	Types of incidents		Priority in terms of occurrence	Priority in terms of damage	Priority for contingency planning	Discipline involved
Fires	Forest					DFA / FPASA, Fire Fighting Services
	Building					
	Veld		1	2	1	
	Vehicle					
Hazardous	Road					Environmental Affairs, Clean-up Specialists
	Rail					
	Individual					
Floods	Flash		3	3	3	Welfare, CMA, Farmers
	Rising water					
	Raging water					
Snow						Rescue Services
Environmental	Drought	Natural	4	4	4	Farmers, CMA, Scientists, Technical
		Man made				
	Insects					
Epidemics	Cholera					Technical, Farmers, Health, Scientists
	Foot-and-mouth					
	Rabies					
	Newcastle sickness					
Tropical Cyclones / Severe Thunderstorms			2	1	2	Weather, Welfare
Civil unrest						Protection services
Aeronautical						Fire Fighting Services, Civil Aviation
Rail / road						Rescue Services
Mountain accidents						Rescue Services
Essential services						

## 16. CONCLUSION:

National, Provincial Departments may be requested from the Zululand District Disaster Management Centre under circumstances i.e. this will be in the instance where disaster has been declared to a provincial or national disaster.

## 17. USEFUL CONTACT DETAILS:

ORGANIZATION NAME	CONTACT NUMBER	CONTACT PERSON
Nongoma Municipality		
ZDM Disaster Management Centre		
Rural Metro		
SAPS		

## 18. REFERENCES:

- Constitution of the Republic of South Africa 108 of 1996
- Disaster Management Act 57 of 2002
- Municipal Systems Act 32 of 2000
- Zululand District Municipality 10/11 IDP
- Zululand Disaster Management Plan
- Nongoma Municipality IDP 10/11 IDP



## SECTION K: APPENDICES

### APENDICES K

K1	Land Use Management Framework	n/a
K2	Land Use Management System	Available on request
K3	Coastal Zone Management Plan	n/a
K4	Waste Management Plan	Available on request
K5	A. Water Service Development Plan (All WSA's)	District Plan available
	B. Water Resources Plan	n/a
	C. Forestry Plan	No
K6	Integrated Transport Plan (Reticulation)	District Plan available
K7	Housing Plan	Available on request
K8	Energy Master Plan (Reticulation)	No
K9	Local Economic Development Plan	Available on request
K10	Infrastructure Investment Plan	The Implementation / Capital Infrastructure Investment Plan is attached refer to <b>pages 104 – 115</b>
K11	Area Based Plans (Land Reform)	No
K12	Organisational PMS	The organisational PMS is in place, the organisational scorecard is included <b>pages 151 – 193</b>
K13	IDP Process Plan / IDP Framework Plan	Is in place and was submitted to COGTA in 2011
K14	Organogram	Organogram is in place, it is attached as appendice K14
K15	Annual Report	Available on request
K16	Social Development Projects	Attached as appendice K16
K17	Dept of Transport Projects	Attached as appendice K17



**K14 NONGOMA ORGANOGRAM**





## **K16 SOCIAL DEVELOPMENT PROJECTS**

	Creche	development	Funded		Development
32.	Mseni Creche	Early childhood development	Active and Funded	Ward 4	Department Social Development
33.	Silindokuhle Creche	Early childhood development	Active and funded	Ward 6	Department Social Development
34.	Buhlebethu Creche	Early childhood development	Active and Funded	Ward 4	Department Social Development
35.	Isizwesethu Creche	Early childhood development	Active and funded	Ward 4	Department Social Development
36.	Thuthukani Creche	Early childhood development	Active and Funded	Ward 4	Department Social Development
37.	Buhlebuyeza Creche	Early childhood development	Active and Funded	Ward 8	Department Social Development
38.	Phaphamani Ceche	Early childhood development	Active and Funded	Ward 8	Department Social Development
39.	Ndimhlane Luncheon Club	Service to Elder persons	Funded	05	Social Development
40.	Sibonwayinkosi Luncheon Club	Service to Elder persons	Funded	15	Social Development
41.	Thembalihle	Service to Elder persons	Funded	01	Social Development



## **K17 DEPARTMENT OF TRANSPORT**

CAUSEWAY									
2010/2011									
KZ265	Local Structure - D1803: Cisho		Mandlakazi	Zulu	Cisho - Sxeni		Cisho		New Structure
KZ265	Local Structure - Ngundwane		Matheni	Zulu	Qonqo - Ngundwane		Ngundwane		New Structure
2011/2012									
KZ265	Local Structure - D1806		Mandlakazi	Zulu	Magananieni		D1806		New Structure
KZ265	Local Structure - D1815		Mandlakazi	Zulu	Umduda		D1815		New Structure
KZ265	Local Structure - D1855		Mandlakazi	Zulu	Kwalubisana		D1855		New Structure
KZ265	Local Structure - Qhikizeni		Mandlakazi	Zulu	Qhikizeni		Qhikizeni		New Structure
KZ265	Local Structure - L427		uSuthu	Zulu	Bangamaye		L1121		New Structure
KZ265	Local Structure - A1001		uSuthu	Zulu	KwaDayeni		Hashe		New Structure
KZ265	Local Structure - A1019		uSuthu	Zulu			A1019		New Structure
KZ265	Local Structure - A3240		uSuthu	Zulu			A3240		New Structure
KZ265	Local Structure - Amajenge		Matheni	Zulu	Enajenge		Enajenge		New Structure
KZ265	Local Structure - A3256		Matheni	Zulu	Kwanhoyana		A3256		New Structure
KZ265	Local Structure - Engebani		Matheni	Zulu	P522 - P703		Engebani		New Structure
KZ265	Local Structure - A1014		Matheni	Zulu			A1014		New Structure
2012/2013									
KZ265	Local Structure - Nhlekieleni		Mandlakazi	Zulu	D1855 - Nhlekieleni				New Structure
KZ265	Local Structure - Enkukhweni		Mandlakazi	Zulu	Enkukhweni				New Structure
KZ265	Local Structure - P450		Mandlakazi	Zulu	Vukani - Khwabithi				New Structure
KZ265	Local Structure - D1806		Mandlakazi	Zulu					New Structure
KZ265	Local Structure - A977		uSuthu	Zulu	Bhucwini				New Structure
KZ265	Local Structure - Vuna		uSuthu	Zulu	Vuna - Thuvana				New Structure
KZ265	Local Structure - D1904		uSuthu	Zulu					New Structure
KZ265	Local Structure - D1821		uSuthu	Zulu					New Structure
KZ265	Local Structure - A3240		Matheni	Zulu	Emathuneni - Kwabaxa				New Structure
KZ265	Local Structure - D1897		Matheni	Zulu					New Structure
KZ265	Local Structure - D1852		Matheni	Zulu	Qonqo - kwaThekwane				New Structure
KZ265	Local Structure - D1853		Matheni	Zulu	D1853 - KwaQuqu				New Structure

ULUNDI COST CENTRE

FIVE YEAR PLAN

NONGOMA AREA OFFICE

REGRAVELLING

Municipal	Contract Description	2011/2012	Stage	Tribal Authority	Inkosi	Location	Road No.	Km	Treatment
KZ265	Regraveling - D1827			Mandlakazi	Zulu	Umlazi	D1827		Regraveling
KZ265	Regraveling - D1819			uSuthu	Zulu	KwaSobhamase	D1819		Regraveling
KZ265	Regraveling - D1890			uSuthu	Zulu	Manzimakhulu	D1890		Regraveling
KZ265	Regraveling - A3254			Matheni	Zulu	D1852 - Enathuneni	A3254		Regraveling
2012/2013									
KZ265	Regraveling - D1815			Mandlakazi	Zulu	Sovane	D1815		Regraveling
KZ265	Regraveling - D1816			Mandlakazi	Zulu	Sovane	D1816		Regraveling
KZ265	Regraveling - D1826			Mandlakazi	Zulu	Maqiwakazi	D1826		Regraveling
KZ265	Regraveling - D1854			Mandlakazi	Zulu	Gqomoza	D1854		Regraveling
KZ265	Regraveling - A1019			uSuthu	Zulu	KwaMrya	A1019		Regraveling
KZ265	Regraveling - D1896			uSuthu	Zulu	Nqokotho	D1896		Regraveling
KZ265	Regraveling - D1821			uSuthu	Zulu	Dayeni	D1821		Regraveling
KZ265	Regraveling - A953			Matheni	Zulu	Bhethani	A953		Regraveling
KZ265	Regraveling - A1014			Matheni	Zulu	Holinyoka	A1014		Regraveling
KZ265	Regraveling - P703			Matheni	Zulu	Kwabhesu	P703		Regraveling
KZ265	Regraveling - D1852			Matheni	Zulu	Qondo	D1852		Regraveling
KZ265	Regraveling - D1897			Matheni	Zulu	Scenpile-Machange	D1897		Regraveling
2013/2014									
KZ265	Regraveling - D1815			Mandlakazi	Zulu	Sovane	D1815		Regraveling
KZ265	Regraveling - D1899			Mandlakazi	Zulu	Mrebo	D1899		Regraveling
KZ265	Regraveling - D1860			Mandlakazi	Zulu	Uthuzi	D1860		Regraveling
KZ265	Regraveling - D1806			Mandlakazi	Zulu	Maganganeni	D1806		Regraveling
KZ265	Regraveling - L1214			uSuthu	Zulu	KwaMahanelo	L1214		Regraveling
KZ265	Regraveling - A1012			uSuthu	Zulu	Mponzane	A1012		Regraveling
KZ265	Regraveling - D1890			uSuthu	Zulu	Manzimakhulu	D1890		Regraveling
KZ265	Regraveling - A1046			uSuthu	Zulu	Musi	A1046		Regraveling
KZ265	Regraveling - From P52/2			Matheni	Zulu	Emasasweni-Eshkweni	From P52/2		Regraveling
KZ265	Regraveling - From P52/2			Matheni	Zulu	KwaHolinyoka - Ezinhlebeni	From P52/2		Regraveling
KZ265	Regraveling - D1853			Matheni	Zulu	Nwabe	D1853		Regraveling
KZ265	Regraveling - From P52/2			Matheni	Zulu	KwaHolinyoka - Ezinhlebeni	From P52/2		Regraveling

2014/2015									
KZ265	Regraveling - D1814		Mandlakazi	Zulu	Masebe	D1814			Regraveling
KZ265	Regraveling - D1803		Mandlakazi	Zulu	Njoko	D1803-P234			Regraveling
KZ265	Regraveling - D2032		Mandlakazi	Zulu	Mbonji	D2032			Regraveling
KZ265	Regraveling - D2031		Mandlakazi	Zulu	Mvulazi	D2031			Regraveling
KZ265	Regraveling - D1044		uSuthu	Zulu	Nsanyane	A1044			Regraveling
KZ265	Regraveling - D1892		uSuthu	Zulu	Thokazi	D1892			Regraveling
KZ265	Regraveling - D1890		uSuthu	Zulu	Manzimakhulu	D1890			Regraveling
KZ265	Regraveling - D1886		uSuthu	Zulu	Mthwathube	D1886			Regraveling
KZ265	Regraveling - D1883		Matheni	Zulu	Npwabe	D1883			Regraveling
KZ265	Regraveling - A3240		Matheni	Zulu	KwaMajange	A3240			Regraveling
KZ265	Regraveling - D1853		Matheni	Zulu	Engolwahleni	From D1853-Engolwahleni			Regraveling
KZ265	Regraveling - From D1853		Matheni	Zulu	Esigubudu - KwaQuqu	From 1853			Regraveling
2015/2016									
KZ265	Regraveling - D1807		Mandlakazi	Zulu	Bhekumthetho	D1807			Regraveling
KZ265	Regraveling - D1855		Mandlakazi	Zulu	Maphephoma	D1855			Regraveling
KZ265	Regraveling - D1889		Mandlakazi	Zulu	Gwebu	D1889			Regraveling
KZ265	Regraveling - D1821		uSuthu	Zulu	Dayeni	D1821			Regraveling
KZ265	Regraveling - D1818		uSuthu	Zulu	Mpunzana	D1818			Regraveling
KZ265	Regraveling - D1898		uSuthu	Zulu	Thokazi	D1898			Regraveling
KZ265	Regraveling - From P703		Matheni	Zulu	Esizinda	From P703 - D1853			Regraveling
KZ265	Regraveling - D1853		Matheni	Zulu	Npwabi - Mcekaneni	From D1853 - A3240			Regraveling
KZ265	Regraveling - D1852		Matheni	Zulu	Qomso	D1852			

2010/2011						2011/2012					
KZ265	Local Road - A4946		Mandlakazi	Zulu	D1815 - Diakuse						
KZ265	Local Road - Vuna		uSuthu	Zulu	Vuna - Thuvana					Vuna	Local Road
KZ265	Local Road - Dumdumu		Matheni	Zulu	P703 - Dumdumu					Dumdumu	Local Road
KZ265	Local Road - KwaSkakhane		Mandlakazi	Zulu	KwaSkakhane- Magundwaneni					KwaSkakhane - Magundwaneni	Local Road
KZ265	Local Road - A4848		Mandlakazi	Zulu	D1815 - Diakuse					D1815 - Diakuse	Local Road
KZ265	Local Road - Vungama		Mandlakazi	Zulu	Vungama - Qikazeni					Vungama	Local Road
KZ265	Local Road - A851		Mandlakazi	Zulu	Ndena- Maphondwane					A851	Local Road
KZ265	Local Road - Vuna		uSuthu	Zulu	Vuna - Thuvana					Vuna	Local Road
KZ265	Local Road - Majomela		uSuthu	Zulu	Majomela - Nguduzu					Majomela	Local Road
KZ265	Local Road - Bhethani		uSuthu	Zulu	Bhethani - Thokazi					Bhethani	Local Road
KZ265	Local Road - A3240		Matheni	Zulu	Cinic - Emathuneni					A3240	Local Road
KZ265	Local Road - Dumdumu		Matheni	Zulu	P703 - Dumdumu					Dumdumu	Local Road
KZ265	Local Road - Denge		Matheni	Zulu	P522 - D1897					Denge	Local Road
KZ265	Local Road - KwaNkhonyana		Matheni	Zulu	KwaNkhonyana - Esizinda					KwaNkhonyana	Local Road
KZ265	Local Road - Ezinkawini		Matheni	Zulu	D1853 - Ezinkawini					Ezinkawini	Local Road



LOCAL ROADS									
2012/2013					2013/2014				
KZ265	Local Road - Nkweme		Mandlakazi	Zulu	A1803 - D1812	Nkweme			Local Road
KZ265	Local Road - Ncoqoma		Mandlakazi	Zulu	D1814 - P234	Ncoqoma			Local Road
KZ265	Local Road - Ngobese		Mandlakazi	Zulu	D1856 - Ngobese	Ngobese			Local Road
KZ265	Local Road - Nkukhweni		Mandlakazi	Zulu	P234 - Ediphini	Nkukhweni			Local Road
KZ265	Local Road - L537		uSuthu	Zulu	KwaNdwandwe	L537			Local Road
KZ265	Local Road - L1154		uSuthu	Zulu	KwaMamango	L1154			Local Road
KZ265	Local Road - L115		uSuthu	Zulu	Ngqongweni	L115			Local Road
KZ265	Local Road - A1036		uSuthu	Zulu	Linda	A1036			Local Road
KZ265	Local Road - A3240		Matheni	Zulu	Chile - Emathuneni	A3240			Local Road
KZ265	Local Road - Emathunzi		Matheni	Zulu	D1853 - A3260	Emathunzi			Local Road
KZ265	Local Road - Gobanagagu		Matheni	Zulu	Gobanagagu - Ezimpisani	Gobanagagu			Local Road
KZ265	Local Road - KwaMbuli		Matheni	Zulu	KwaMbuli - Emamnyandweni	KwaMbuli			Local Road
2013/2014					2014/2015				
KZ265	Local Road - Nokhesheni		Mandlakazi	Zulu	A3232 - KwaNokhesheni	Nokhesheni			Local Road
KZ265	Local Road - Embangweni		Mandlakazi	Zulu	A3233 - Embangweni	Embangweni			Local Road
KZ265	Local Road - Khwabithi		Mandlakazi	Zulu	Vukani - Khwabithi	Khwabithi			Local Road
KZ265	Local Road - Ohiyeni		Mandlakazi	Zulu	D1802 - D1815	Ohiyeni			Local Road
KZ265	Local Road - Mampiyampiye		uSuthu	Zulu	Mampiyampiye				Local Road
KZ265	Local Road - A1044		uSuthu	Zulu	Nsomyane	A1044			Local Road
KZ265	Local Road - A1046		uSuthu	Zulu	Dayeni	A1046			Local Road
KZ265	Local Road - A966		uSuthu	Zulu		A966			Local Road
KZ265	Local Road - Ngobizitha		Matheni	Zulu	P5272 - Ngobizitha School	Ngobizitha			Local Road
KZ265	Local Road - Erwelisha		Matheni	Zulu	P5272 - Erwelisha	Erwelisha			Local Road
KZ265	Local Road - Hambushone		Matheni	Zulu	D1853 - KwaHambushone	Hambushone			Local Road
KZ265	Local Road - Makhehla		Matheni	Zulu	D854 - KwaMakhehla	Makhehla			Local Road
2014/2015									
KZ265	Local Road - Vungama		Mandlakazi	Zulu	D26 - Vungama	Vungama			Local Road
KZ265	Local Road - Nokhesheni		Mandlakazi	Zulu	D1901 - KwaNokhesheni	Nokhesheni			Local Road
KZ265	Local Road - D1803-D1813		Mandlakazi	Zulu	A852 - D1858				Local Road
KZ265	Local Road - Emshini		Mandlakazi	Zulu	P234 - Emshini	Emshini			Local Road
KZ265	Local Road - A1012		uSuthu	Zulu	Kwampunzana	A1012			Local Road
KZ265	Local Road - L1215		uSuthu	Zulu					Local Road
KZ265	Local Road - Holinyoka		uSuthu	Zulu					Local Road
KZ265	Local Road - A970		uSuthu	Zulu					Local Road
KZ265	Local Road -		Matheni	Zulu					Local Road
KZ265	Local Road -		Matheni	Zulu					Local Road
KZ265	Local Road -		Matheni	Zulu					Local Road
KZ265	Local Road -		Matheni	Zulu					Local Road